



THE STUDY ON EMPLOYEE PERCEPTION IN PERFORMANCE APPRAISAL IN TEXTILE INDUSTRY AT COIMBATORE

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Cite This Article: J. Dhivya & Dr. K. Sivakumar, "The Study on Employee Perception in Performance Appraisal in Textile Industry at Coimbatore", International Journal of Current Research and Modern Education, Volume 10, Issue 1, January - June, Page Number 37-40, 2025.

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Abstract:

Performance appraisal system is a major tool for most of the organizations to evaluate various aspects of the employees. Performance appraisal program has a significant impact on the employee's perception which may influence the behavior in terms of performance of the employee. The objective of the study was to determine the perception of employees towards performance appraisal system. This study is conducted with the help of primary data collected from fifty employees of in various textiles industry in Coimbatore district and using convenience sampling method It was observed from the study that performance appraisal increases in 720 performance appraisal system developed and Moderate and performance appraisal system to be transparent.

Key Words: Performance Appraisal, 720 Performance Appraisal, Transparent

Introduction of the Study:

Performance appraisal is an integral part of human resource management activities; it is growing concern to all members of organizations including managers, employees and even customers. Furthermore performance appraisal also is an integral part of performance management system. It consists of series of continuous process, which include performance planning, performance coaching, performance appraisal and rewarding performance. Together these processes strive to improve employee and organizational performance.

Performance appraisal is a common practice by organizations in evaluating employee performance. It is very essential to have an effective performance appraisal than a technically sound rating format and well defined policies and procedures. This may lead to motivation of employees and increase efficiency of man power. Perception on effectiveness and fairness of performance appraisal of employees has not been emphasized by organization. Fairness is one of the key components in the ultimate success of performance appraisal system. Perception of unfairness might pull down employee's motivation and efficiency; it may affect the ultimate success of such organizational system.

Need of Performance of Appraisal in Organisation:

Performance appraisal is needed to provide information about the performance ranks basing on which decision regarding salary fixation, confirmation, promotion transfer are taken. It also helps to provide the feedback about the achievement behaviour of the subordinate. A subordinate which helps to review the performance of the subordinate rectifying performance deficiencies and setting new standards of work, if necessary. An important aspect which is counselling of the subordinate can also be achieved through this technique. Counselling helps to diagnose the deficiency in the employee regarding skill, knowledge, determining the necessity of training required for the employee growth and development, which in turn helps to place the employee aptly, resulting in a conducive environment preventing grievance and in disciplinary activities leading to higher productive workforce for long term. Performance management is an ongoing, continuous process of communicating and clarifying job responsibilities, priorities and performance expectations in order to ensure mutual understanding between supervisor and employee. It is a philosophy which values and encourages employee development through a style of management which provides frequent feedback and fosters teamwork. It emphasizes communication and focuses on adding value to the organization by promoting improved job performance and encouraging skill development. Performance Management involves clarifying the job duties, defining performance standards, and documenting, evaluating and discussing performance with each employee the focus on below points be Human resource Management

- Determine Major job duties
- Define performance standards each duty
- Document job performance
- Evaluate performance discussions

Objective of the Study:

- The study is conducted with the objective of finding out the perception of employees towards performance appraisal system in textile industry.
- To study aware about the 720 performance appraisal system.

Research Methodology:

This study is conducted with the help of primary and secondary data. Primary data is collected from fifty employees of textile industry sector through questionnaires using convenience sampling method.

Review of Literature:

Armstrong, (2000) described the role of performance appraisal as a tool for looking forward to what need a to be done by people in the organization in order to achieve the purpose of the job, to meet new challenges, better use of technology skills and attributes.

Szilagyi & Wallace, (1990) described the both organizational and individual capabilities and reach agreement on areas where performance needs to be improved. It is also a method in which to organization obtain feedback on the effectiveness of its employee's generating information which influences many of the organization decisions

A study on "Customer Centric Evaluations" by Galbreath, Richard D and also the paper "Ask the Customer" by Jakobson, Leo, demonstrates the importance of using a 720 degree performance appraisal system, in the sense that in such type of an appraisal system, the expectations of customers are clearly aligned with the performance goals of the employees. This increases the loyalty of the customers towards the organizations thereby increasing profits of the organizations. Another paper "Clarifying the structure of justice using fairness perceptions of performance appraisal practices" by Paul W Thurston Jr , Pin points that the new trend of using a 720 degree appraisal system, does away with all biases, prejudices and discriminations while evaluating of employees .

Data Analysis and Interpretations:

S.No	Variables	No. of Respondents	Percentage
Age			
1	20-29	10	20
2	30-39 Years	15	30
3	40-49 Years	16	32
4	50-59 Years	9	18
Gender			
1	Male	37	74
2	Female	13	26
Educational Qualification			
1	SSLC	9	18
2	Higher Secondary	12	24
3	Diploma	19	38
4	Graduate	6	12
5	Others	4	8
Year of the Experience			
1	Less Than 5 Years	2	5
2	5-10 Years	6	8
3	10-15 Years	8	15
4	15-20 Years	34	72

Contribution in Terms of Organizational Development:

S.No	Particulars	No of Respondents	Percentages
1	Regular Work	36	72
2	Over Time	14	28

Collect From Appraised Your Organisations Effectively:

S.No	Particulars	No of Respondents	Percentages
1	Yes	40	80
2	No	10	20

Often Take Place of Appraised in Your Organisation:

S.No	Particulars	No of Respondents	Percentages
1	Once In 6 Months	25	50
2	Once In A Year	10	20
3	Once In 2 Years	10	20
4	Never Appraised	5	10

Your Performance Based on Any Benefits Received From Organisation:

S.No	Particulars	No of Respondents	Percentages
1	Recognition	10	20
2	Allowance	10	20
3	Incentives	25	50
4	Others	5	10

Methods of Performance Appraisal Used Your Organisation:

S.No	Particulars	No of Respondents	Percentages
1	Management by Objectives	13	26
2	Rating Scale Methods	10	20
3	360 Degree Appraisal	12	24
4	720 Degree Appraisal	15	30

S.No	Particulars	Strongly Agree %	Agree %	Neither Agree / Disagree %	Disagree %	Strongly Disagree %
1	Performance Appraisal System any Improvement Required in Organization	32	44	20	4	
2	Performance Appraisal Change Behavior of Employees	28	40	12	8	8
3	720-Degree Appraisal Followed in Organisation	12	12	36	28	12
4	Performance Appraisal Helps in Reducing Grievance Among Employees	52	16	16	12	-
5	Appraisal System Should be Transparent.	40	16	16	8	20

Interpretations of the Study:

Fifty employees conducted the surveyed are distributed as 32 percentage of employees age in 40-49 age and 74 per cent of employees in male employees participated that survey successfully and 24 percent of employees participated in female. As per the educational stratification it has been observed that 38 percent of respondents completed in Diploma. Followed by 24 percentage of respondents completed in Higher studies, Similarly 18 percentage of respondents found in only For SSLC and the rests of 8 percentage of respondents completed in other related courses.72 percentage of respondents working in 15-20 years in textile industries. Similarly15 percentage of respondents working Minimum 10-15 years experience in industry,8 percentage of respondents working in 5-10 experience and remaining 5 percentage of employees working less than 5 years.75 percentage respondents working in regular contribution of development of textile industry. Similarly 28 percentage of employees contribution to overtime done completed that task.80 percentage of respondents collect the appraisal system is effectively.50 percentage of respondents taken the performance of appraisal in 6 Month one they are conducting successfully.20 percentage of respondents collect the performance appraisal system to be collected Minimum 1 and 2 years once's they are conducted 10 percentage of respondents never conducted the performance of appraisal survey.50 percentage of respondents incentives benefits collect from industry because performance appraisal to be recommended, next 20 percentage of respondents recognition and Allowance they are benefited by the organisation.10 percentage of respondents benefited collect from management in others .30 percents respondents said 720 performance appraisal system they are using.26 percentage of respondents said management by objective methods they are analysing our performance.24 percentage of respondents 360 performance appraisal analysing our performance ,20 percentage of respondents said rating scale they are conducting and measuring our performance appraisal.44 percentage respondents said improvement required in orgaisation.40 percentage of respondents to be believed change behaviour in performance appraisal Methos,36 percentage of respondents not accepting 720 performance appraisal system.52 percentage of respondents said performance appraisal helps reducing grievance among employees.40 percentage of respondents strongly disagree about the performance appraisal system is not transparent.

Findings of the Study:

Perception of employees on certain variables are moderate. They are:

- 720 degree appraisal followed in organization and need some Moderate.
- Beware of method adopted for performance appraisal in company
- Appraisal system should be transparent

Conclusion:

A well-designed performance appraisal system supports an integrated human resource strategy which enables the attainment of organizational and business goals. And therefore it will enable the assessment of the present and future potential of staff and determines the training and development needs.

Suggestions:

- Human resource managers must adopt most improved techniques of performance appraisal
- Which helps to improve both employee and organizational performance.
- Performance reviews must be conducted at regular intervals.
- Appraisal system should be transparent.
- Performance appraisal must lead to benefits or punishment.

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Appendix:

- Name :
 Designation of the respondent :
1. Age
 - a) 20-29
 - b) 30-39 years
 - c) 40-49 years
 - d) 50-59 years
 2. Gender
 - a) Male
 - b) Female
 3. Marital status
 - a) Married
 - b) Unmarried
 4. Educational Qualification
 - a) SSLC
 - b) Higher secondary
 - c) Diploma
 - d) Graduate
 - e) Others
 5. Year of the experience
 - a) Less than 5 Years
 - b) 5-10 years
 - c) 10-15 years
 - d) 15-20 years
 - e) More than 20 years
 6. What is your Contribution in terms of organizational development?
 - a) Regular work
 - b) Over time
 7. Do you get appraised by your work from the management?
 - a) Yes
 - b) No
 8. How often the appraisal takes place?
 - a) Once in 6 months
 - b) Once in a year
 - c) Once in 2 years
 - d) Never appraised
 9. What are the methods used for performance appraisal system?
 - a) Management by Objective
 - b) Rating scale method
 - c) 360-degree system in appraisal
 - d) 720-degree system in appraisal
 10. Because of your performance what are all the other benefits you receive from the organization?
 - a) Recognition
 - b) Allowances
 - c) Incentives
 - d) Other
 11. Performance appraisal system

SA - Strongly Agree, A - Agree, NA/D - Neither Agree/Disagree, D - Disagree, SD - Strongly Disagree

S.No	Particulars	Strongly Agree	Agree	Neither Agree / Disagree	Disagree	Strongly Disagree
1	Performance Appraisal System any Improvement Required in Organization					
2	Performance Appraisal Change Behavior of Employees					
3	720 Degree Appraisal Followed in Organisation					
4	Performance Appraisal Helps in Reducing Grievance Among Employees					
5	Appraisal System Should be Transparent.					