

EFFECT OF HUMAN RELATION PRACTICES ON EMPLOYEE PERFORMANCE

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ABSTRACT

Human relations is critical for developing and maintaining a positive work environment, retaining employees and encouraging productivity. By making human relations the focus of your management approach, you can effectively create a workplace culture in which your employees can thrive. Developing your human relations skills can help you modify your management style so it's human relations-centric. Performance appraisal is evaluated in terms of Quality, quantity, time and cost and also analyses the value that the employee adds to the goals of the organization. "Encouraged people achieve the best; dominated people achieve second best; neglected people achieve the least." Best HR Practices comprises one of the important elements known as "Performance Appraisal" which is the most popular mantra for high organizational performance, which are believed to raise the morale and energy level of the employee. It becomes critical to every organization to improve the appraisal methods in order to increase the productivity. The present study focuses on modern methodologies of performance appraisal with special reference to the most recently introduced "720 Degree performance appraisal." It sheds some light on how the modern methods of appraisal are different from that of the traditional methods. The study is based on the Secondary sources of information obtained from Journals and website articles, in order to analyze the modern methodologies of performance appraisal, to focus mainly on 360 degree and 720 degree performance appraisal, and to differentiate between the traditional and modern methods of performance appraisal.

Keywords: Hr Practices, Management, Performance

INTRODUCTION

Execution examination is a strategy for assessing the way of behaving of representatives in the work spot, including both subjective and quantitative parts of occupation execution shows how an individual is satisfying the work requests and it is consistently regarding results. Under execution examination the presentation of a worker as well as his true capacity for improvement is assessed.

"Execution Examination is an orderly portrayal of a representative's work significant assets and shortcomings".

In execution examination or legitimacy rating alludes to every one of the proper strategies utilized in working associations to assess the characters and commitments and potential gathering individuals. In examination framework the representative's benefits like drives, trustworthiness, character and so on, are contrasted with others and positioned with appraised. Examinations may be founded on the rules of representative's abilities, instructive Capabilities, information, capacities to assign plans, oversee; take on obligation, practice authority, individual characteristics, imagination, navigation and relational abilities.

An examination rouses a representative into expanded exertion pointed toward improving the result of the evaluation. It lets a representative know what set of exercises or what characteristics are viewed as advantageous by the association.

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Assessment can be used to:

- Provide a '**gap analysis**' between personal perception and others' perceptions of individual and team performance.
- Focus managers and staff on performance areas that need development.
- Recognize and maintain areas of individual and team strength.
- Approach performance issues in a non-confrontational, constructive manner (due to the confidentiality and anonymity of the process).
- Develop performance improvement plans for individuals and teams.
- Develop individual or teams-based training needs analysis programmers.

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OBJECTIVES OF THE STUDY:

- The objective is to know how effective is the execution appraisal system in **Dr Reddy's laboratories limited (Dr Reddy's)** Hyderabad.

- The aim of most performance appraisal programming is to encourage the employees to set his own objective for the next time period following the review of his past performance. It enables the management to make effective decisions/ to modify earlier decisions based on the evaluation of the existing plans, information system, job analysis, and internal and external environment factors influencing employee performance.
- The objectives is to identify the common goals of the organization, define each individuals major areas of responsibility in terms results expected of him, review the individual performance progress in a job and his potential for future improvement. It aims at providing data to managers with whom they may judge future job assignments and compensation.
- To establish an objective basis from the different levels of performance and to identify executives with potential to grow in the organization.
- To counsel the employees appropriately regarding their strengths and weaknesses and asses in developing them to realize they are full potential in line with the company's objectives and goals. Always emphasize that the role of a manager is to offer constructive support and not condemn. Give the employees many opportunities to ask guidance to air grievances and discuss anxieties
- To creating a work environment that promotes safety, people training and development and performance orientation in line with Dr Reddy's values and policies.
- To Improvement in supply and availability of utilities and time bound repair of m/c and equipment's (along with the relevant records as per site objectives).
- Ensure that the equipment and related systems (both old and new) are (re)qualified / (re)validated as per schedule.
- Reduce utilities consumption in line with the site objectives. To identify and implement energy conservation measures.
- To ensure that all the drawings and technical specifications of the equipment and system in his/her area is updated.
- To ensure clean room performance (checks, calibration, qualification and maintenance, along with documentation, of filters and other related equipment's) as per SOP.

SCOPE OF THE STUDY:

- In the present study an attempt has been made to know the actual implementation of performance appraisal techniques in general and some other aspects such as awareness of the workers, effectiveness of the performance appraisal system in particular.
- Human resource projections are valid on appraisals. By improving job skills, the employees have lot of scope for development and prepare themselves for higher responsibilities.
- A thorough analysis of the performance appraisal system will help the management to know the short comings, if any. It also helps the company in knowing whether the performance appraisal techniques are used to full extent or not, there by the researcher can understand the effective implement of the performance appraisal system.

NEED OF THE STUDY:

- The need of the study of **performance appraisal** is to determine what aspects of performance are required to be evaluated.
- To identify those who are performing their assigned task well and those who are not and the reason for such performance.
- To provide information about the performance ranks basing on which decisions regarded salary fixation, conformation, promotion, demotion and transfer are taken.
- To provide feedback information about the level of achievements and behavior of an employee.
- To provide information and counsel the employee.
- To compare actual performance with the standards and in out deviations (positive and negative)
- To create and maintain satisfactory level of performance.
- To prevent grievance and in disciplinary activity.
- To facilitate fair and equitable compensation.
- To ensure organizational effectiveness.
- It guarantees useful information about employees and the nature of their duties.
- We can briefly say that performance appraisal systems are necessities to assess performance at regular intervals with consistency to study improvements, deviation and to take corrective actions to bridge gaps and improve performance over a period of time.

DATA COLLECTION

The research methodology is a systematic way to solve the problem and it is an important component of the study without which researcher may not be able to obtain the facts and figures from the employees.

SOURCE OF DATA:

The study is based on primary as well as secondary data collected from different sources:

A). Primary Data:

The primary data is collected with the help of questionnaires, which consists of twenty questions each. The questionnaires are chosen because of its simplicity and liability. Researcher can expect straight answers to the questions. The respondents are informed about the significant of the study and requested to give their fair opinions.

B). Secondary Data:

Secondary data is collected through the documents provided by the personnel department. The documents include personnel manuals, books, reports, journal, etc.

LIMITATIONS OF THE STUDY:

- ❖ Due to time constraints the study was limited only for 45days.
- ❖ Random sampling method has been adopted and all limitations applicable to that method are applicable here also.
- ❖ The authenticity of information provided by the New Entrant Manager cannot be assured.
- ❖ Analysis of the data has been done based on the assumptions that the information provided by the respondents is genuine.

❖ The sample size is small when compared to total universe, Hence the capability of study to the whole universe is constraint.

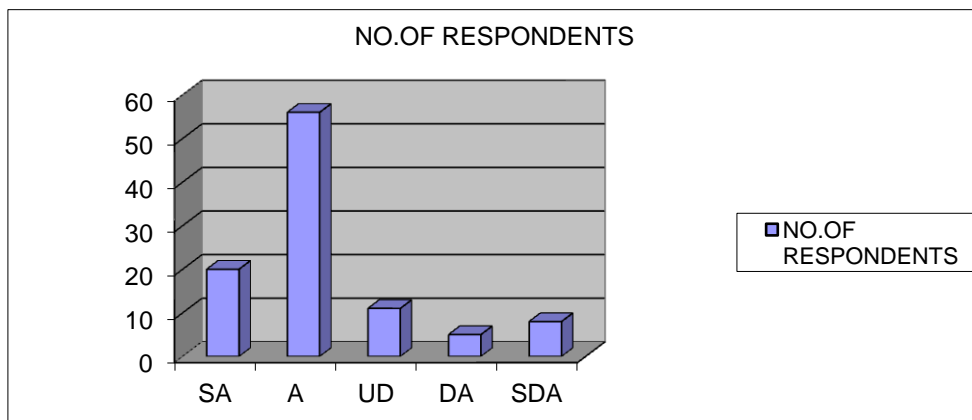
DATA ANALYSIS & INTERPRETATION

DATA ANALYSIS & INTERPRETATION

1. Appraisal here is purely based on work performances.

Workers opinion	No.of Respondents	Scale	Aggregate values
Strongly Agree	28	2	56
Agree	40	1	40
UnDecided	12	0	0
Disagree	20	-1	-20
Strongly Disagree	0	-2	0
Total	100		76

Graph 1:



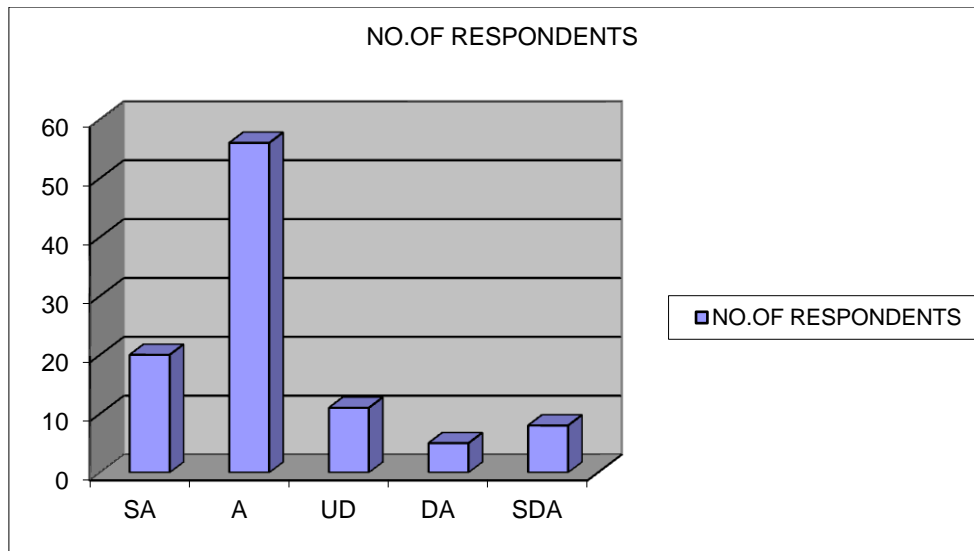
INTERPRETATION

From the above graph it is informed that 68% of the employees feel that appraisal is purely based on work performance and 12% are undecided, 20% are disagree with it. From the table the mean is 0.76 & S.D is 1.0 ie most of the respondents are Satisfied with the aspect of quality of work factor

2. We feel performance Appraisal is very significant for organizational development.

Workers opinion	No.of Respondents	Scale	Aggregate values
Strongly Agree	20	2	40
Agree	56	1	56
UnDecided	11	0	0
Disagree	5	-1	-5
Strongly Disagree	8	-2	-16
Total	100		75

Graph 2:



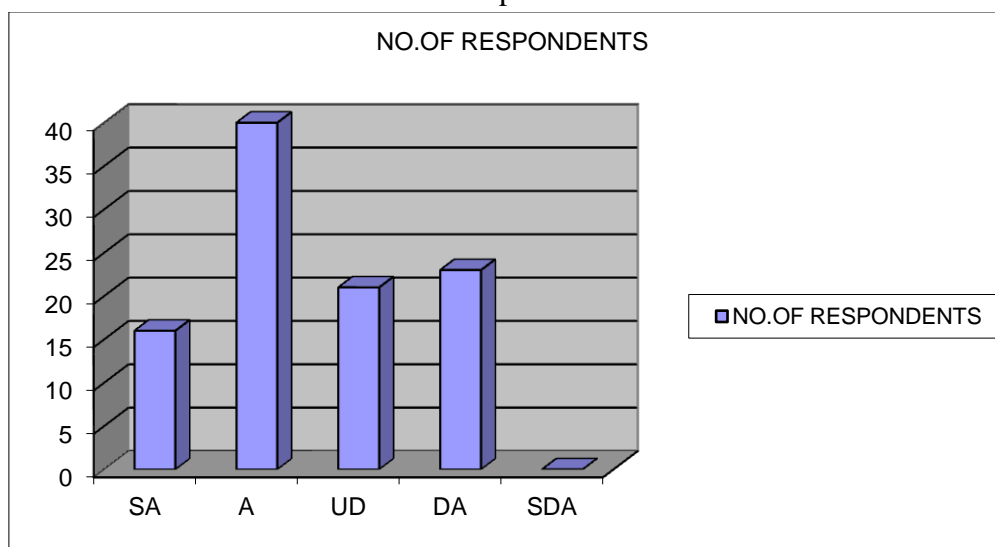
INTERPRETATION

From the above graph it is informed that 76% of the employees feel that Performance appraisal is significant for organizational development and 11% are undecided, 13% are disagree with it. From the table the mean is 0.75 & S.D is 1.07 ie most of the respondents are satisfied with the aspect of Organizational Development factor.

3. Group Characteristics Affect My Appraisal

Workers opinion	No.of Respondents	Scale	Aggregate values
Strongly Agree	16	2	32
Agree	40	1	40
UnDecided	21	0	21
Disagree	23	-1	-23
Strongly Disagree	0	-2	0
Total	100		49

Graph 3:



INTERPRETATION

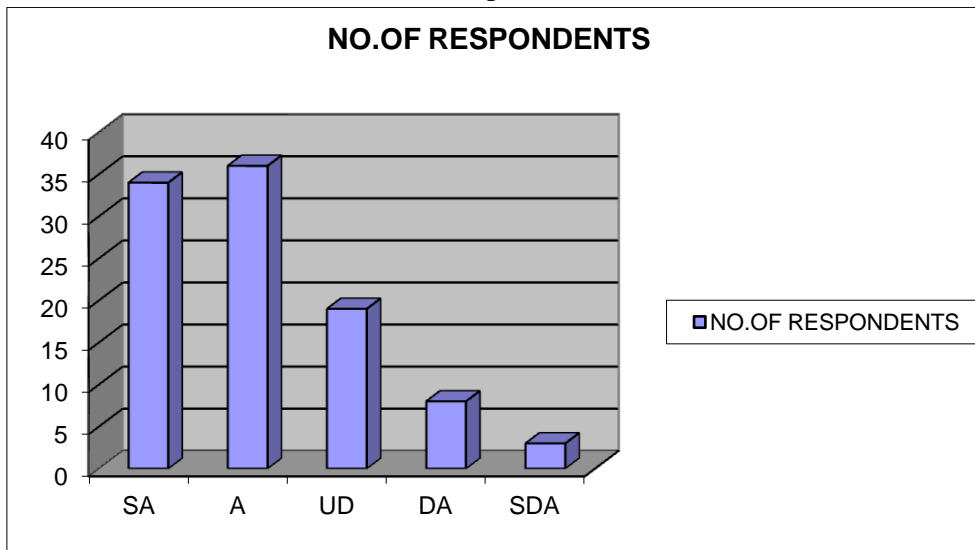
From the above graph it is informed that 56% of the employees of the appraisal is affected by the group characteristics and 21% are undecided and 23% are disagree with it.

From the table the mean is 0.49 & S.D is 1.07 ie most of the respondents are satisfied with the aspect of Group characteristics.

4. I prefer a reviewing officer to reduce bias

Workers opinion	No. of Respondents	Scale	Aggregate values
Strongly Agree	34	2	68
Agree	36	1	36
Undecided	19	0	0
Disagree	8	-1	-8
Strongly Disagree	3	-2	-6
Total	100		90

Graph 4:



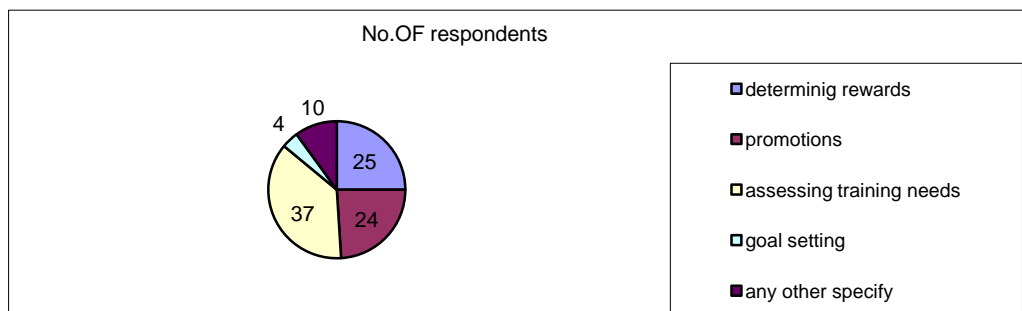
INTERPRETATION

From the graph it is inferred that 70% of employee prefer a reviewing Officer and 19% are undecided and 11% do not prefer reviewing officer. From the table the mean is 0.90 & S.D is 1.07 ie most of the respondents are preferring reviewing officer to reduce bias.

5. Appraisal here serves the following purposes

S.No	Options	No of respondents
1	Determining rewards	25
2	Promotions	24
3	Assessing training needs	37
4	Goal setting	4
5	Any other specify	10

Graph 5:



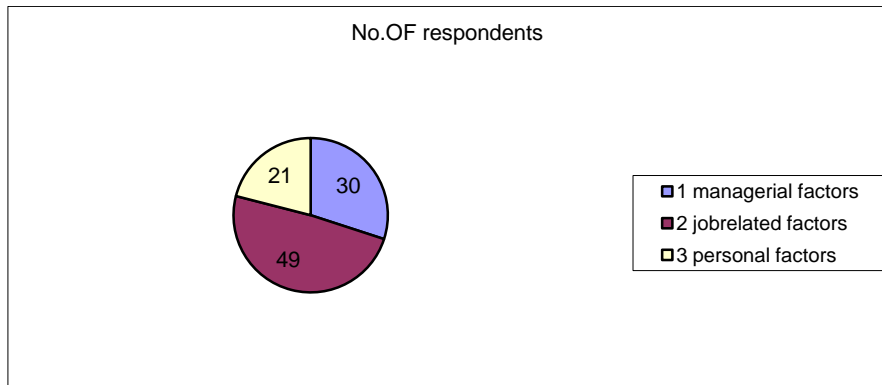
INTERPRETATION

Majority of the employees opine that appraisal serves for assessing training needs.

6. What factors are being considered in appraising the performance of the existing system.

S.No.	Options	No of respondents
1	Managerial factors	30
2	Job related factors	49
3	Personal factors	21

Graph 6:



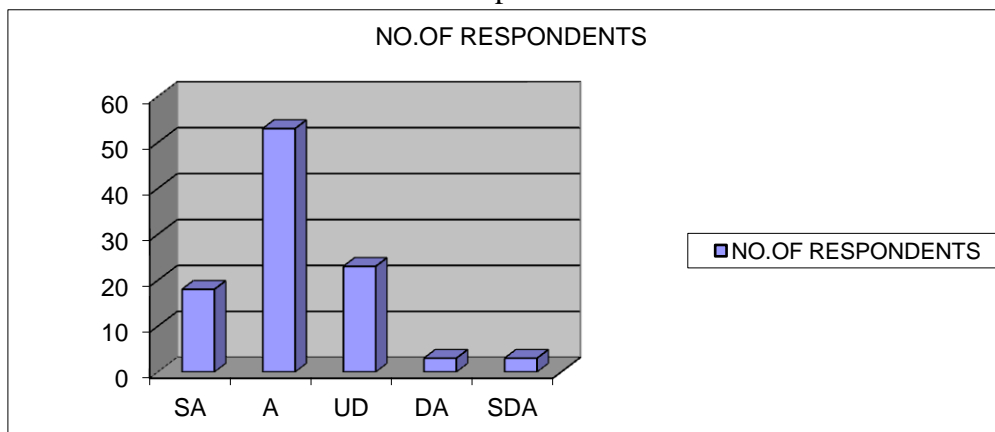
INTERPRETATION

From the above table majority of the employees opine that managerial factors are being considering in appraising the performance of the existing system

7. My superior notices always good performances

Workers opinion	No.of Respondents	Scale	Aggregate values
Strongly Agree	18	2	36
Agree	53	1	53
UnDecided	23	0	0
Disagree	3	-1	-3
Strongly Disagree	3	-2	-6
Total	100		80

Graph 7 :



INTERPRETATION

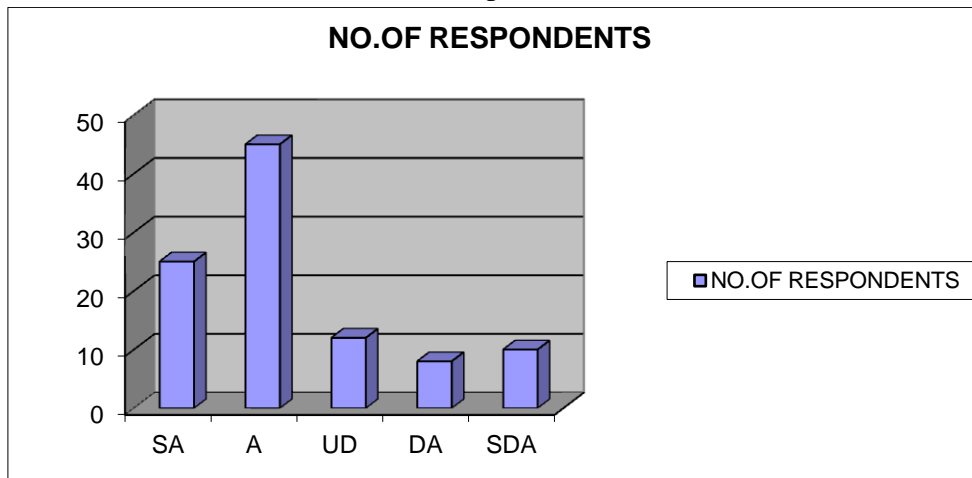
From the graph it is inferred that 71% of the employee opine that superiors appraise their performance and 23% are undecided and 9% are disagree with it. From the table the

mean is 0.80 & S.D is 0.83ie most of the respondents are satisfied with the aspect of Performance factor.

8. **A committee should discuss your performance and counsel accordingly.**

Workers opinion	No.of Respondents	Scale	Aggregate values
Strongly Agree	25	2	50
Agree	45	1	45
UnDecided	12	0	0
Disagree	8	-1	-8
Strongly Disagree	10	-2	-20
Total	100		67

Graph 8:



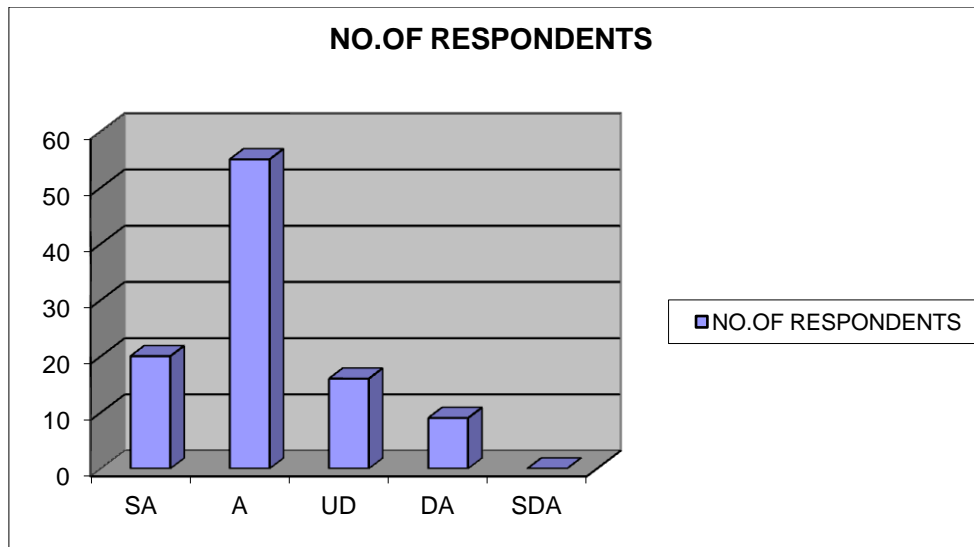
INTERPRETATION

From the above graph it is informed that 70% of the employees feel a committee discusses our performance and counsel accordingly and 12% are undecided, 18% are disagree with it. From the table the mean is 0.87 & S.D is 1.2 i.e. most of the respondents are satisfied with the aspect of Counseling Factor.

9. **Performance appraisal identifies my training needs and therefore facilitates development.**

Workers opinion	No.of Respondents	Scale	Aggregate values
Strongly Agree	20	2	40
Agree	55	1	55
Undecided	16	0	0
Disagree	9	-1	-9
Strongly Disagree	0	-2	0
Total	100		86

Graph 9:



INTERPRETATION

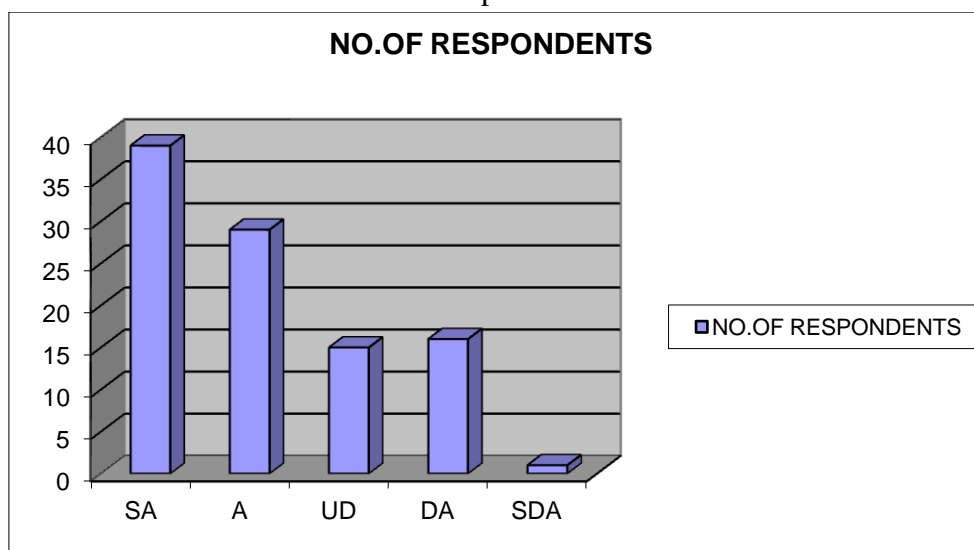
From the above graph it is inferred that 75% of the employees are agreed that PAS identify the training needs and facilitates development and 9% are disagree with it.

From the table the mean is 0.86 & S.D is 0.85 ie most of the respondents are satisfied with the aspect of Training and Development factor.

10. We would prefer a change in the current appraisal method.

Workers opinion	No.of Respondents	Scale	Aggregate values
Strongly Agree	39	2	78
Agree	29	1	29
UnDecided	15	0	0
Disagree	16	-1	-16
Strongly Disagree	1	-2	-2
Total	100		89

Graph 10:



INTERPRETATION

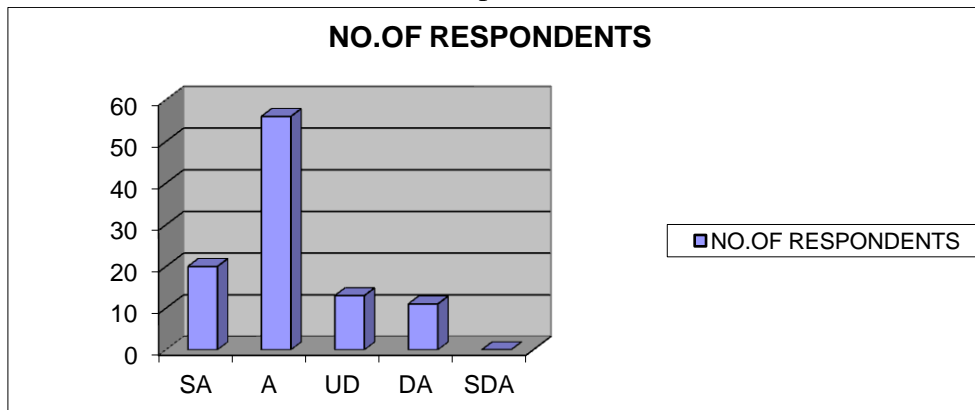
From the above graph 68% of the employees feel that prefer a change in the current appraisal method and 15% are undecided and 17% are disagree with it. From the table the

mean is 0.89 & S.D is 1.12 i.e. most of the respondents are agreed with that they prefer a change in the current performance appraisal system.

11. Self- appraisal is allowed and is a useful to give a picture of my achievements.

Workers opinion	No. of Respondents	Scale	Aggregate values
Strongly Agree	20	2	40
Agree	56	1	56
UnDecided	13	0	0
Disagree	11	-1	-11
Strongly Disagree	0	-2	0
Total	100		85

Graph 11:



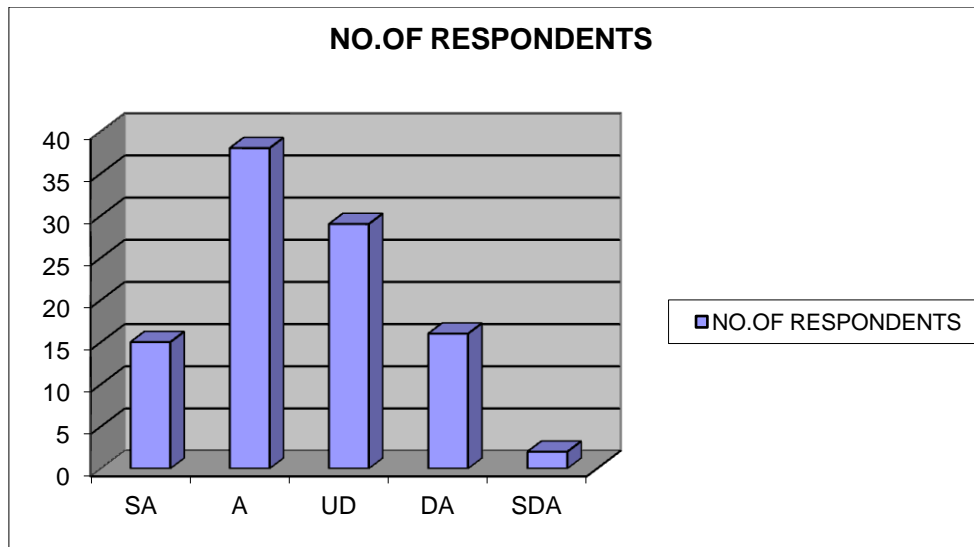
INTERPRETATION

From the graph 76% are agreed that self appraisal is allowed and is a useful to give a picture of my achievements and 11% are disagree with it. From the table the mean is 0.85 & S.D is 1.0 i.e. most of the respondents are satisfied with the aspect of Self Appraisal factor.

12. Performance appraisal is done to get the feedback

Workers opinion	No.of Respondents	Scale	Aggregate values
Strongly Agree	15	2	30
Agree	38	1	38
UnDecided	29	0	0
Disagree	16	-1	-16
Strongly Disagree	2	-2	-4
Total	100		48

Graph12:



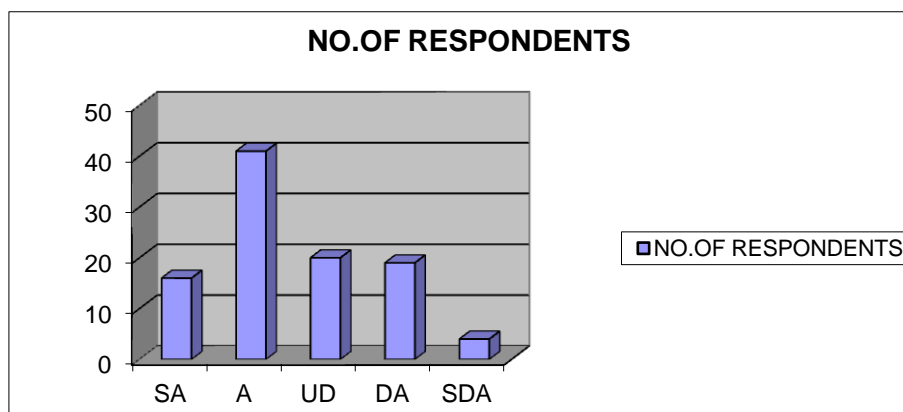
INTERPRETATION

From the above table it is informed that 53% of the employees feel Performance appraisal is done to get the feedback and 29% are undecided, 18% are disagree with it. From the table the mean is 0.48 & S.D is 1.0 ie most of the respondents are satisfied with the aspect of feedback factor.

13. Team work is considered as a factor in appraising our performance

Workers opinion	No.of Respondents	Scale	Aggregate values
Strongly Agree	16	2	32
Agree	41	1	41
UnDecided	20	0	0
Disagree	19	-1	-19
Strongly Disagree	4	-2	-8
Total	100		46

GRAPH 13



INTERPRETATION

From the graph 57% of the employees opine that team work is considered as a factor in appraising our performance, 20% are undecided and 23% are disagree with it. From the table

the mean is 0.46 & S.D is 1.0 ie most of the respondents are satisfied with the aspect of Team work factor.

CHI-SQUARE TEST

This test is performed to analysis the given hypothesis

Ho:- Self Appraisal is helpful to know the strengths and weaknesses & realization of potential of employees.

H1:- Self Appraisal is not helpful to know the strengths and weaknesses & realization of potential of employees.

	SA	A	UD	DA	SDA	Total
Opportunity for self review	25	53	18	2	2	100
Achievement	20	56	13	11	0	100
Total	45	109	31	13	2	200

O	E	(O-E)	(O-E)2	(O-E)2/E
25	22.5	2.5	6.25	0.27
30	22.5	7.5	56.25	2.5
53	54.5	-1.5	2.25	0.04
56	54.5	1.5	2.25	0.04
18	15.5	2.5	6.25	0.40
13	15.5	-2.5	6.25	0.40
2	6.5	-4.5	20.25	3.11
11	6.5	4.5	20.25	3.11
2	1	1	1	1
0	1	-1	1	1
				11.87

$$(r-1)(c-1) = (2-1)(5-1)$$

$$= 1 \times 4 = 4$$

$$4df = 9.48$$

$$\text{Critical value} = 9.48$$

$$\text{Calculated value} = 11.87$$

$$\text{Calculated value} > \text{Critical value}$$

Thus Ho is rejected

Inference:

Self Appraisal is helpful to know the strengths and weaknesses & realization of potential of employees is accepted.

FINDINGS, SUGGESTIONS AND CONCLUSION

FINDINGS:

- Execution doesn't influence reward framework as greater part of the workers feel that their award framework did not depend on execution.
- Execution Evaluation is by all accounts more viable in the association improvement as larger part of the workers feel that exhibition examination shows the effect in the singular turn of events and hence prompts hierarchical turn of events.

- Greater part of the representatives feel that the examination is impacted by the gathering attributes.
- Greater part of the representatives favoring a checking on official to decrease predisposition in evaluating worker's presentation.
- A large portion of the respondents thought that exhibition examination is very much like a little element for evaluating preparing requirements to higher positions.
- The greater part of the respondents thought that presentation evaluation depends on unambiguous work related advances, 30% of the respondents believed that uniform for all.
- A large portion of the respondents concurred that their boss is the perfect individual to get to their presentation.
- Greater part of the representatives concurred that board of trustees examining their preparation needs and advising them likewise.
- Greater part of the worker's are happy with the kind of acknowledgment upon them and as per most of respondents feel that there is a decent acknowledgment for good execution.
- There exists interrelation transport between execution examination and preparing needs in the association. Since larger part of the representatives feel that presentation examination distinguishes their preparation needs and subsequently offices improvement.
- 38% Of the respondents expressed that current examination framework is awesome, 30% of the respondents expressed that brilliant, 17% of the respondents believed that agreeable.
- As per most of respondents, in hierarchical improvement self examination framework is assuming a significant part through giving an image of individual accomplishments.
- Greater part of the workers feel that repressing variables ought to be considered while setting targets.
- Greater part of the representatives think that their consistently work by the errands they perform.
- The majority of the respondents Every year evaluated their presentation more goal.
- Evaluation framework generally further develops execution of representatives as greater part of the workers feel that the examination framework gives an open door to self survey and acknowledgment of potential.
- The vast majority of the respondents concurred that the presentation evaluation framework has scope for conveying procedures, strategies and so on to representatives.

SUGGESTIONS:

- The administration might plan an evaluation framework so that examination ought to be absolutely founded on work execution.
- Preparing programs will be improved by directing vocation guiding.
- The administration plan a more compelling examination than the current framework and uncover the elements they consider to evaluate the presentation of all workers .
- A compelling presentation evaluation framework which works with shared objective setting and input ought to be planned.
- The administration might name a surveying official in order to lessen predisposition in evaluating representative's presentation.
- The board ought to consider repressing elements while setting targets.

- The executives ought to compensate workers in view of execution.

CONCLUSION

- To sum up our conversation we can say that the "Execution Examination" is a fundamental piece of execution the executives and has turned into the significant part of the HRM. Execution the executives incorporates exercises to guarantee that objectives are reliably being met in a successful and effective way. Execution the executives can zero in on execution of the association, banks, a division, cycles to fabricate an item or administration, workers, and so on
- Execution the board advises us that being occupied isn't equivalent to delivering results. It advises us that preparation, solid responsibility and bunches of hard works alone are not results. The significant commitment of execution the executives is its attention on accomplishing results - helpful items and administrations for clients inside and outside the bank and association. Execution the executives diverts our endeavors from hecticness toward viability.
- As of late, associations have been confronted with difficulties more than ever. Expanding rivalry from organizations across the world has implied that all organizations should be significantly more cautious about the selection of systems to stay serious. Everybody (and everything) in the association should do how they should guarantee methodologies are executed really.
- This present circumstance has placed more spotlight on adequacy, that frameworks and cycles in the association be applied in the correct way to the right things: to accomplish results. Every one of the outcomes across the association should keep on being adjusted to accomplish the general outcomes wanted by the association for it to get by and flourish. Really at that time it be said that the association and its different parts are truly performing.

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