

**PERFORMANCE APPRAISAL PRACTICES IN BHARAT HEAVY  
ELECTRICALS & HEAVY PLATES AND VESSELS PLANT,  
VISAKHAPATNAM, AP.**

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**ABSTRACT**

The major concern of every organization is to contribute positively towards the achievement of its objective. Organizational effectiveness is often equated with managerial efficiency. A manager can ensure organizational effectiveness only by guaranteeing the full utilization of human resource available through individual employees under his guidance. Hence, it is always required for a manager to monitor and measure the performance of employees. The following findings and conclusions are made. It is revealed that the executive are getting feedback on their performance through which they can review their performance. Sort on the problems and can overcome the difficulties. The management has a clear understanding about the problem that the workers are the best with moreover, they are eager to solve the problems as and when they arise. It is obvious that employees should be immediately communicated. The result of the appraisal, particularly when they are negative, the same shall be recommended that the supervisors should try to analyze the strength and weaknesses of an employee and advise him on correcting the weakness while appraising the performance of the individuals. The present study has been taken up to understand the performance appraisal practices in BHEL & HPVP's implementing initiatives on one hand and the perceptions of employees on the other.

Keywords: (managerial, measure, performance, supervisors, appraisal)

**INTRODUCTION**

Human Resource Management(HRM) is the procurement, allocation, utilization and motivation of human resources in business.HRM is the process of bringing people and organisations together so that the goals of each are met. It tries to secure the best from people by winning their whole-hearted co-operation.HRM is responsible for the people dimension of the organization. It is a pervasive force, action-oriented, individually integrative in nature and is a comprehensive function. It helps an organization to realize their respective goals From the organizational standpoint, good HR practices help in attracting and retaining talent, train people for challenging roles, develop their skills and

competencies, increase productivity and profits, enhance standard of living. To this end, HR manager need to understand the needs, aspirations of the employee proactively, face the challenges head on and resolve issues amicably. The importance of the study of the performance appraisal system is a method of evaluating the behaviour of employees in the work spot through qualitative aspects of job performance. It indicates how well an individual is fulfilling the job demands and growing personally and professionally. Recent trends have shown that development oriented performance appraisal and review system, when effectively practiced, sustainability contributes to the organizational health and facilitates multiplication of managerial resources.

### **OBJECTIVES OF THE STUDY**

- ❖ To know how to develop the executives and make him suitable to the job
- ❖ To study the awareness created in the employees by the organization in view of performance advancement
- ❖ To study how they are Improving the efficiency of appraisal systems
- ❖ To arrive at the findings with regard to the view of the employees on PA criterion and practices.

### **METHODOLOGY OF THE STUDY**

Methodology is a systematic procedure of collecting information in order to analyze and verify a phenomenon. The collection of information will be done by two principle sources viz. Primary data and Secondary data. Primary data is the data that has been generated directly for the specific purpose of study situation at hand. It is the first hand information obtained from various sources like respondents, analysts, employees and research experiments. Referring to the respondents selection, fifty percent of class II employees spread across 12 departments that stands at 58 has been fixed as sample size. Secondary data is already published data collected for some purposes other than the one confronting the researcher at a given point of time. Generally the categorised employees will be primarily checked their potential through a sixteen point official format in a transparent manner. The performance appraisal data has also been obtained from the same perspective and the questionnaire was prepared with relative references. Accordingly data has been obtained, analysed and presented along with findings.

### **ABOUT THE BHEL-BHPV:**

The company was helping in building many projects of national importance in the core sector. Its revival and continued existence will be helpful in controlling the cost of the

end users projects on one hand and ensure the welfare of those directly involved on the otherhand. BHEL has established across all the six continents of the world spanning to countries and its technical competence has earned global accolades. As the first order step towards the revival of BHPV, BHEL was placed the first commercial order on BHPV following takeover of the company in the year 2008. BHPV has been developed as a dedicated institute for industrial boilers. With the cost structure of BHPV is similar to BHEL costs came down due to factors like increased volume and better financial capability leading to lower working capital borrowing costs with a capital of Rs.236 crore spread over 3 years. Due to the impressive performance of the company during the years 2010-11, 11-12, 12-13, the holding company has proposed merger of BHPV as its 17<sup>th</sup> manufacturing unit and the same was cleared by GOI. Presently the organization is functioning in the name and style of Bharat Heavy Electricals and Heavy Plates and Vessels Plant (BHEL & HPVP). The present study is confined to Visakhapatnam's BHEL & HPVP.

## **PERFORMANCE APPRAISAL**

Appraising the Performance of individual, groups and organizations is a common practice of all societies. Performance Appraisal is a method of evaluating the behavior of employees in the work spot, normally including both quantitative and qualitative aspects of job performance. It refers to the degree of accomplishment of the tasks. That makes up in individual jobs. They important future of performance appraisal is the systematic description of an employee's job relevant strengths and weaknesses.

Performance Appraisal refers to how well someone is doing the assigned job. It is a continuous process in large scale organization. They need for performance appraisal provide information about the performance ranks basing on which decision regarding conformation, promotion, transfer and demotion are taken. Performance Appraisal indicates the level of desired performance level, level of actual performance and the gap between these two. It provides feedback information about the level of achievement and behavior of subordinate, which helps to review the performance. All the related elements have been compiled in the questionnaire and obtained the data from the selected respondent employees of BHEL&HPVP, Visakhapatnam.

## **DATA ANALYSIS AND INTERPRETATION**

### **Respondents Job area**

Seventy seven percent samples have been distributed among technical category employees while the remaining twenty three percent have been distributed among non-technical category employees. As majority of the employees are of technical category the sample distribution mainly was chosen with technical category employees.

It can be ascertained that all seventy seven percent respondents job area is technical.

### **Age of the Respondents**

Eighty percent of the respondents were chosen from 36-40 age group. While three percent of the selected respondents age is 41-45 years and three percent of the respondents are from 46-50 years age group, the remaining four percent respondents have been selected from 51 and above years of age group

It is clear that majority of the respondents age is in between 36-40 years age group in the organisation.

### **Qualification base of Respondents**

Seventy three percent of the respondent's qualification base is technical while twenty seven percent of the employee's qualification base is management.

Majority of the respondents have been selected for the study purpose are from technically qualified category.

### **Category of Respondents**

Thirty three percent of the sample respondents are OC category. While thirty seven percent of the respondents belong to BC category and seventeen percent of the respondents are hailing from SC category and ST category respondents are three percent and other category respondents are ten percent.

Respondents from all categories have been considered for the study purpose.

### **Experience of respondents in the present**

Forty three percent of employees experience is 3-6 years. While thirty percent of respondents experience in the present job is 7-10 years and 11-14 years experienced employees are seventeen

percent and ten percent of employees experience is 15 and above years. Thus respondents have been considered from different years of experience categories.

It can be ascertained that the majority of the respondents experience is 3-6 years.

### **Respondents Gender**

Ninety seven percent samples have been distributed among male candidate employees. while the remaining three percent, accounting for one candidate, have been distributed among female candidates.

Except one, all respondents of the study are from male category.

### **Aware of the policy and process of performance appraisal**

All the sample respondents have awareness of the policy and processes of performance appraisal adopted and implemented in Bharat heavy electricals limited-heavy plates and vessels plant.

It can be ascertained that over all the sample respondents have awareness of the policy and process of performance appraisal adopted and implemented.

### **Rate the '18' skill competency variables PA criterion**

Forty four percent of the respondents have rated the 'Eighteen Skill Competency' variables as excellent. While fifty six percent of the respondents expressed their opinion as good no one has rated it as average or poor.

It can be ascertained that 'Eighteen Skill Competency' variables criterion adopted to evaluate the performance of employees is good.

### **Rate the fairness in self-appraisal of performance**

Thirty seven percent of the respondents have rated the fairness in self-appraisal as excellent. While fifty seven percent of the respondents expressed their opinion as good and six percent says average. No one rated it as poor.

It can be ascertained that fairness in self-appraisal adopted to evaluate the performance of employees is good.

### **Opinion on reviewing and tracking achievements in mid-year**

Twenty percent of the respondents have given their opinion on the practice reviewing and tracking achievements in mid-year as excellent. While seventy seven percent of the respondents responded to it as good and a three percent says average.

It can be ascertained that reviewing and tracking achievements in mid-year, adopted to evaluate the performance of employees is good.

### **Fairness with the aspect of course correction in mid-appraisal**

Twenty seven percent of the respondents have depicted that they always feel fair with course correction in mid-appraisal. While seventy percent of the respondents told as they sometimes feel fair and the remaining three percent of the respondents have told that they never feel fair with course correction aspect in mid-appraisal of performance evaluation.

It can be ascertained that the majority of the respondents have opined that they sometimes feel fair with the course correction aspect.

### **Feel happy with development plan**

Thirty two percent of the respondents have told that they always feel happy with development plan. While sixty four percent of the respondents told as sometimes and the remaining four percent of the respondents have told that they are not at all happy with the development plan.

It can be ascertained that the majority of the respondents have opined that they sometimes feel happy with development plan.

### **Feeling about mid-appraisal guidance towards future direction**

Twenty two percent of the respondents have felt excellent about mid-appraisal guidance towards future direction. While seventy one percent of the respondents responded as good and seven percent says it as average.

It can be ascertained that the feeling about mid-appraisal guidance towards future direction adopted to evaluate the performance of executives is good.

### **Opinion on appraising quality aspect**

Forty six percent of the respondents have expressed their opinion on appraising quality aspect is excellent. While fifty one percent of the respondents told as good and three percent says it as average.

It can be ascertained that opinion on appraising quality aspect adopted to evaluate the performance of executives is good.

#### **Opinion on appraising consciousness aspect**

Seventeen percent of the respondents have given their opinion on appraising consciousness aspect as excellent. While seventy three percent of the respondents told as good and seven percent has told it as average and three percent responded as poor.

It can be ascertained that opinion on appraising consciousness aspect adopted to evaluate the performance of executives is good.

#### **Opinion on appraising orientation aspect**

Thirty seven percent of the respondents have responded on appraising orientation aspect as excellent. While fifty seven percent of the respondents told as good and the remaining five percent says average.

It can be ascertained that opinion on appraising orientation aspect adopted to evaluate the performance of executives is good.

#### **Satisfaction about the appraisal feedback provided**

Thirty six percent of the respondents have been satisfied to a great extent about the appraisal feedback. While fifty four percent of the respondents have felt to some extent about the feedback and ten percent says it as to a little extent they have been satisfied.

It can be ascertained that the majority of the respondents have satisfied to some extent about the appraisal feedback.

#### **Opinion on calculation of final performance scores**

Twenty seven percent of the respondents have depicted their opinion on calculation of final performance scores as excellent. While sixty three percent of the respondents told as good and ten percent says it as average.

It can be ascertained that opinion on calculation of final performance scores adopted to evaluate the performance of executives is good.

### **Overall opinion on performance appraisal**

Thirty three percent of the respondents have given their opinion on overall performance appraisal as excellent. While sixty percent of the respondents told as good and seven percent says it as average.

It can be ascertained that opinion on overall performance appraisal adopted to evaluate the performance of employees is good.

### **FINDINGS**

The performance appraisal system in BHARAT HEAVY PLATES AND VESSELS LTD. is well designed to cater the objective of evaluating correctly the overall performance of employees, however further improvements can be made to the performance appraisal system.

BHPV executives appraisal system mainly aims at performance based recognition, competencies to handle further/current jobs, career growth and key inputs that are required to facilitate employees' further development.

More than three fourth of the respondents job area they belong to is technical. Majority of the respondents age group selected for study purpose is 36-40. Majority of the respondents have been selected for the study purpose from technical base.

Respondents from all categories have been considered and covered for the study purpose. Majority of the respondents' experience is 3-6 years group. Almost all the respondents, except one, of the study are from male category.

All the sample respondents have awareness about the policy and process of performance appraisal adopted and implemented majority sample respondents have rated that 'Eighteen Skill Competency' Variables' adopted to evaluate the performance of employees are rated as good in the organisation.

Fairness aspect in self-appraisal adopted to evaluate the performance of executives has been rated as good by the sample respondents. The reviewing and tracking achievements in mid-year, adopted to evaluate the performance of employees is also good as per the depiction of the respondents.

Majority of the respondents have opined that they sometimes feel fair with the course correction aspect in. Further, they have told that they sometimes feel happy with development plan implemented in the organisation.



The respondents' feeling about mid-appraisal guidance towards future direction adopted to evaluate the performance of employees is good. The appraising quality aspect adopted to evaluate the performance of employees is also rated as good by majority respondents.

It was felt by majority of the respondents that appraising consciousness aspect adopted to evaluate the performance of employees is good. They also opined that appraising orientation aspect adopted to evaluate the performance of employees is good in the organisation.

Majority of the sample respondents have satisfied only to some extent about the appraisal feedback. As per their depiction final performance scores adopted to evaluate the performance of employees is good, the overall performance appraisal adopted to evaluate the performance of employees is also rated as good.

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