

A Review of the Performance Evaluation Process for Employees in the Cement Industry

***Dr. Vandana Ahuja**

ABSTRACT

India is the second-largest producer of cement in the world, making it one of the most significant industries there. The amount of cement produced and used determines, in part, a nation's development. It is a crucial component of the economy of the nation since it originates from the iron and steel industries. The necessity for Human Resource Management (HRM), where PMS is a very essential feature, came into prominence since industry relies on many aspects, including capital, money, technology, and the main crucial part, a human aspect. There are many things that have an affect on the employee, but PMS is crucial.

Poor labour utilisation will make it difficult for employee satisfaction to develop in the future. In addition to land, technology, money, and other factors, PMS is regarded as a fundamental component for establishing and growing the profitability of the cement business. HRM is known as the backbone of all industries, including the cement sector. Traditional people management is seen as a sunset notion, while HRM is viewed as a dawn. HRM has strived to be a business partner and recognise the relationship between PMS and employee happiness in an organisation. Consequently, PMS is crucial for the whole production cycle in the cement sector: analyse, comprehend, and assess Shree Cement Ltd.'s current performance evaluation system and its implementation procedure.

Keywords: Industries, human resource management, and appraisal systems.

INTRODUCTION

Human resource management must include performance assessment in order for organisations to evaluate the efficacy and efficiency of their workers' job performance. It entails the methodical assessment of an employee's performance in relation to their job-related behaviours, competences, abilities, and achievements. Like any other sector, the cement business depends largely on employee productivity and performance to meet organisational objectives and maintain a competitive advantage.

In order to make well-informed decisions on promotions, prizes, and training and development activities, the performance assessment process is essential in the cement sector. It gives significant insights into workers' performance levels and suggests areas for improvement. An effective and thorough performance assessment procedure makes ensuring that workers' efforts are in line with

A Review of the Performance Evaluation Process for Employees in the Cement Industry

Dr. Vandana Ahuja

organisational goals, improves their job satisfaction and motivation, and helps the organisation succeed as a whole.

The appropriateness of the evaluation criteria, the clarity of the performance expectations, the fairness and objectivity of the evaluation process, and the use of the evaluation results for developmental purposes are just a few of the variables that must be present for the performance evaluation process in the cement industry to be effective. It is crucial to adapt the performance assessment method to match the particular needs and problems of the cement sector given its unique makeup, which requires both manual labour and technological know-how.

The purpose of this research study is to evaluate the performance review procedure for workers in the cement sector critically. This research aims to pinpoint the advantages, disadvantages, and possible areas for development in the present performance assessment methods used by cement businesses by reviewing the literature, empirical studies, and industry practises. The study will explore a number of topics, including the choice of performance standards, the techniques for gathering and analysing data, the participation of managers and staff in the evaluation process, and the use of evaluation results for performance planning and development.

The results of this research will provide key insights to those involved in the cement industry, such as human resource managers, managers, and workers, helping them to improve the efficacy and fairness of the performance assessment process. Organisations may enhance employee performance, promote a culture of continuous improvement, and eventually reach greater levels of operational excellence and financial success by identifying best practises and tackling the difficulties unique to the cement sector.

Performance Evaluation

Performance evaluation, according to Cascio, "is a study of a person's or a team's organizationally relevant strengths and deficiencies. It involves using judgement and observation. It is a process of feedback and an organisational intervention."

USES OF PERFORMANCE APPRAISAL

Assistance in Choosing Promotion

Promotions to places where workers may utilise their skills most effectively are in the management's best interest.

Assistance with Personnel Actions

Layoffs, promotions, transfers, and discharges, among other personnel actions, may only be justified if they are based on performance reviews. While sometimes measures are done owing to subpar employee performance, other times they may be necessary due to uncontrollable economic situations, such as modifications to the manufacturing process. In the first scenario, the decision can only be defended on the basis of the performance review findings.

A Review of the Performance Evaluation Process for Employees in the Cement Industry

Dr. Vandana Ahuja

Assistance with Payroll and Wage Administration

The performance evaluation findings may provide support for the pay raises provided to select workers based on their performance. Merit and seniority are often coupled in assessment, for greater compensation for superior jobs.

Training and Development Assistance

The management may create training and development plans and identify the areas of ability or knowledge where multiple people fall short of what is required for the job by using a suitable method of performance assessment. Deficits in general training are therefore highlighted by the assessment system and may be remedied by more training, interviews, talks, or counselling. It aids in identifying their potential for training and development in order to compile a list of executives.

Research Assistance for Personnel:

Research in the area of human management is aided by performance evaluation. Theories in the area of personnel are the result of research on the causal link between personnel and performance. New topics of people research may be created by looking at the numerous issues that performance appraisers encounter.

METHODOLOGY

Traditional Method	Modern Method
1) Straight Ranking Method	1) BARS
2) Rating Scale	2) MBO [Management By
3) Graphic Rating Scales	3) 360 Degree Appraisal
4) Forced Distribution Method	4) Human Resource
5) The checklist Method	
6) Critical Incidents	
7) Field Review Method	
8) Essay Method	

Area of Study

The primary goal of the descriptive and analytical research is to comprehend the Performance Appraisal of the Private Sector of Rajasthan's Cement Industries with Particular Reference to Shree Cement Ltd.

The outstanding, indigenous "Happiness" paradigm that underpins Shree's HR efforts plays a significant part in producing many micro HR/People strategies that lead to efficiency at each level of the operation and, taken together, provide the Company a clear competitive advantage.

A Review of the Performance Evaluation Process for Employees in the Cement Industry

Dr. Vandana Ahuja

OBJECTIVES OF THE STUDY

- To examine, comprehend, and critique the current performance evaluation system and its implementation procedure in Shree Cement Ltd.
- To examine the key performance appraisal system of workers in the private sector in Rajasthan.

LITERATURE REVIEW

Gopalan and Rivera (1997), Sabharwal (1995). According to studies, the culture of great power gap between superiors and subordinates is what defines Indian society.

Budhwar and Sparrow (1997) The results showed that employee acceptance of performance management and merit pay is considerably increased by the leader's credibility and commitment to change. According to a study, the performance assessment process is one of the management practises used in India that is comparatively underemphasized, endangering the external strategic competitiveness of Indian enterprises.

Rao Amba (2000) Employee engagement and positive experiences with performance management procedures can help lower employee apprehension and scepticism in Indian firms.

(2003) Paul and Anantharaman used employee interviews to demonstrate the beneficial impact of "people management practises" on organisational performance. Nine indicators were used to define these practises, including training, performance appraisal, induction, selection, job design, work environment, compensation, career development, and incentives.

A study to gauge employee happiness was conducted by **Appelbaum, Steven H., and Jacques** in 2005, and the results revealed a link between work satisfaction, poor motivation, and the consequently low production. Low productivity was shown to be directly correlated with ineffective management, supervisor, and staff communication.

An article from 2008 details a research that utilised focus groups to survey staff members at a premium hotel in Hong Kong, a special administrative region of China, on their opinions of the used appraisal system. According to research results, the system may yet be enhanced.

Rita Goyal (2011) 250 workers from four LIC offices in northern India were personally contacted in order to gather data for the research. The study's findings showed that there is a considerable disparity between how male and female workers view performance reviews. Compared to male workers, female employees show a more positive attitude towards performance reviews. Employees at various levels do not significantly vary in how they see the chosen branches of LIC's performance assessment system.

Kofi Osei Akuoko (2012) 147 workers from six financial institutions in Ghana's Kumasi Metropolis were surveyed for the research to gather data. The research showed that if the method and the

results of the performance assessment system are both fair, it may be a useful tool in employee motivating. The research also showed that a high level of employee involvement in the assessment process contributed to employee engagement and a feeling that the process and results were fair.

(2012) Sandeep Kumar Joshi Performance Management System: A Factorial Analysis of the Rajasthan Cement Industry. to use a factorial analysis to discover the crucial aspects of the performance management system that are crucial for cement firms.

Research Methodology

Primary and secondary data will be used to conduct the study.

Primary Data- Study Area Survey:

Primary information to be gathered through interviews and self-administered survey instruments.

Secondary Data:

The articles will be used to gather the secondary data.

Newspapers and Magazines

Journal and Reports

The Internet

Office of Shree Cement Ltd.

The official records of the different cement businesses in Rajasthan will be used to get the data.

RESEARCH DESIGN

The goal of the research is to determine how well the training programme worked by using the performance evaluation method that the staff members offered.

Statistical research is another name for descriptive research. The primary objective of this kind of research is to characterise the information and properties of the subject under study. In this kind of research, averages, frequencies, and other statistical computations are studied. Although this study is quite accurate, it does not identify the underlying reasons of the problem. Descriptive research is often conducted when an investigator seeks to better understand a subject.

Descriptive research provides answers to the who, what, where, when, and how inquiries.

RESULTS**Table.1. Employees' Perceptions of the Performance Evaluation System**

S. No.	Particulars	Frequency					MEAN
		Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied	
1	Process of performance evaluation used by the business	2	8	5	65	21	20.2
2	targets established by the appraiser	1	2	2	76	18	19.8
3	Transparency and objectivity in the method of performance evaluation	3	5	6	7.	15	7.2
4	Treatment of the appraiser throughout the performance evaluation procedure	2	7	3	56	32	20
5.	Communication on the performance review	1	2	3	72	23	20.2

Source: In-Field Survey: According to the above data, the performance assessment system is receiving favourable feedback. Based on the study's results, it can be said that, for the most part, employees are satisfied with how Shree Cement Ltd. has handled performance assessment. They are informed, receiving training, and taking part in goal-setting, employee evaluations, and feedback to other workers.

CONCLUSION

A crucial instrument in developing an organization's human resource is the performance appraisal. The study's goal was to evaluate Shree Cement Ltd.'s system for performance evaluation. varied employees have varied perspectives on each aspect of performance evaluation. Even workers vary in their views on how satisfied they are with their performance reviews. The 360-degree technique of

performance assessment should be used in the cement business to ensure openness in the system.

Employees should get awards based on how well they accomplish their goals. Employees should get sufficient training so they can participate in the assessment process without difficulty. Performance evaluation has a direct influence on HR tasks like as communication, motivation, and others.

***Lecturer**
Department of ABST
Government College, Baran

REFERENCE

1. Akuoko, Kofi Osei (2012).Performance Appraisal as employee motivation mechanism in selected financial institutions in kumasi, Ashanti region of Ghana. International journal of multidisciplinary research,2(6), 20-37. Francis o. Boachie (2012).Employees perception of performance appraisal system: A case study. International journal of business and management, 7(2), 73-88.
2. Gopalan, S. and Rivera, J.B. (1997).Gaining perspective on Indian value orientations: Implications for expatriate managers. International journal of organizational analysis, 5(1), 156 - 179.
3. Government of India's annual reports on cement industries performance of India.
4. Goyal, Rita (2011).Perception of employees towards performance appraisal 111 Insurance sector. International journal of marketing and technology, 1(7),254-276.
5. Longenecker, C.O., Gioria, D.A., and Sims, H.P. (1987).Behind the mask: The politics of employee performance appraisal. Academy of management executive, 1, 183 - 193.
6. Pearce, JoneL. and Porter, Lyman W (1986).Employee responses to formal performance appraisal feedback. Journal of applied psychology, 71(2), 211-218.
7. Pedzani, Monyatsiand Trudie, Steyn --et al (2006).Teacher perceptions of the effectiveness of teacher appraisal in Botswana. South African Journal of Education, 26(3), 427-441.
8. Prasetya, Arik and Kato, Masanori (2011).Employees perception towards the performance assessment system and salary system. International Conference on Economics, Trade, and Development, 7, 20-24.
9. Roberts, G.E. (2003). Employee performance appraisal system participation: A technique that works. Personnel management, 32(1), 89 - 98.