A STUDY ON HR PROGRAMS SUCH AS SELECTION, TRAINING AND TRANSFERS ON PERFORMANCE APPRAISAL WITH REFERENCE TO IT SECTOR

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Abstract

Researcher started the study with statement of the problem as It is further worth noting that while much is known about the PAS and Training in the IT sector, studies of issues 12 associated with PAS and training in IT sector are rarely found.
The existing studies in this relation have taken a general human resource management (HRM) focus creating a gap on issues such as the effect of training on employee performance.
This study will contribute in minimizing this gap in the literature and thereby establish the basis to understanding of some aspects of human resource management in general and training in particular in IT sector.

Keywords: *Human Resource Management, performance appraisal, IT sector, balanced mutual fund; schemes of mutual funds.*

1. INTRODUCTION

Bearing in mind that human resources are the intellectual property of the firm, employees prove to be a good source of gaining competitive advantage (Houger 2006), and training is the only way of developing organizational intellectual property through building employees competencies. In order to succeed. Organizations have to obtain and utilize human resources effectively. Organizations, therefore, need to design its human resource management in ways that fit into the organization's structure as this it will make the organizations achieve their goals and objectives. Moreover, it is also important for organizations to assist their workforce in obtaining the necessary skills needed and, increase commitment.

The management of human resources in Africa in general and Uganda in particular is rather challenging as most organizations have difficulties finding proper human resources. This may partly be a result of the different kinds of problems, for example, political instability, corruption, bureaucracy, poor infrastructure, low levels of education and purchasing power, diseases and famine known to prevail in the African business context (Kamoche 2002, 994 – 995).

Performance appraisal:

Employee performance is defined as the outcome or contribution of employees to make them attain goals (Herbert, John & Lee 2000) while performance may be used to define what an organization has accomplished with respect to the process, results, relevance and success Uganda National Development Program (1995). Afshan et al. (2012) define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers.

Performance appraisal is a process that is carried out to enable both the individual and the organization to analyze, examine and evaluate the performance of specified objectives over a period of time. This process can take up formal and informal forms (McCourt & Eldridge 2003, 209). The purposes of performance appraisal have been classified into two groups that is the developmental and administrative purposes. The developmental purposes of performance appraisal include providing performance feedback, identifying individual strengths/weaknesses, recognizing individual performance, assisting in goal identification, evaluating goal achievement identifying individual training needs, determining organizational training needs, improving communication and allowing employees to discuss concerns. On the other hand, administrative Under the developmental purposes are purposes of performance appraisal include but are not limited to documenting personal decisions, determining promotion candidates, determining transfers and assignments, identifying poor performance, deciding layoffs, validating selection criteria, meeting legal requirements to mention a few.

2. RESEARCH METHODOLOGY
2.1 Statement of problem

Despite the increasing effects on training of organizational employees by organizations, there is still Performance appraisal System has limited impact on human resource development issues in IT sector and increasing concerns from organizational clients towards low quality services in the IT sector.

It is further worth noting that while much is known about the PAS and Training in the IT sector, studies of issues 12 associated with PAS and training in IT sector are rarely found.

The existing studies in this relation have taken a general human resource management (HRM) focus creating a gap on issues such as the effect of training on employee performance.

This study will contribute in minimizing this gap in the literature and thereby establish the basis to understanding of some aspects of human resource management in general and training in particular in IT sector.

2.2 Objective of the study
1. To understand the performance appraisal system followed by the organisation.
2. To understand individual goal.
3. To identify the factors that influence the appraisal system.
4. To suggest measures to improve performance of an employee.

2.3 Need of the study
The changing concepts of performance appraisal necessities the

process active, interactive and efficient of situation the needs of administration today.

2.4 Scope of the study

a) It gives the detail information of how performance appraisal method is practiced in the organization and how employees view it.

b) The analysis gives the clear picture of how much employee are benefited with performance appraisal.

c) It list out high performers and low performers and it also gives information about the rewards given in the company.

2.5 Methodology

The value of any research design lies in its methodology which is way to systematically solve research problems.

2.6 Research design

- Descriptive study is based on survey method and was adopted for the purpose of conducting the research.
- A descriptive study attempt to obtain a complete and accurate description of a research situation

Primary Data: Primary data are those that are collected afresh and for the first time which is original in character. Primary data for this study was collected with the help of open-ended questionnaire.

Secondary Data: Secondary data are the data that have already been collected and compiled for another purpose. Secondary data for this study was collected from company reports, reference books, past records, internet and journals.

Sampling Techniques

The process of drawing sample from a large population is called a sampling. Select the sample size and those samples will have the same composition and characteristics as the population. A simple random sampling method has been used in order to arrive at a sample.

Sampling size

A sample size of 100 employees has been selected from different departments of the organization

Statistical tools used for analysis

Chi Square is used as a major statistical tool for analysis of the data.

Where, H0: Null Hypothesis

H1: Alternative Hypothesis

3. LITERATURE REVIEW

In the real world, organizational growth and development is affected by a number of factors. In light with the present research during the development of organizations, employee training plays a vital role in improving performance as well as increasing productivity. This in turn leads to placing organizations in the better positions to face competition and stay at the top.

This therefore implies an existence of a significant difference between the organizations that train their employees and organizations that do not. Existing literature presents evidence of an existence of obvious effects of training and development on employee performance. Some studies have proceeded by looking at performance in terms of employee performance in particular (Purcell, Kinnie & Hutchinson 2003; Harrison 2000) while others have extended to a general outlook of organizational performance (Guest 1997; Swart et al. 2005).

In one way or another, the two are related in the sense that employee performance is a function of organizational performance since employee performance influences general organizational performance. In relation to the above, Wright & Geroy (2001) note that employee competencies change through effective training programs.

It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance.

The significant relationship that the research elicits between the selected HRM practices and employees performance is in support of the various similar studies. In view of the forgoing work in the areas of job satisfaction and

G. V. Vijayasri (2013) observes the relationship of the Indian economy and Information Technology industry along with Government promotion policies regarding IT industry. The study shows that the IT Industry has to play major role to the industrial verticals such as railways, airways, sea- network that have smooth functioning with IT Industry. The paper also looks back in to the years 1992-2001 where the phenomenal growth of industry services was marked over 50%.With the support of IT policies IT sector has provided 2.9 million jobs directly and 8.9 million jobs indirectly to the nation. Yet, IT sector has some challenges to face like insufficient subsidy, mistargeting and Government scares resources of the Indian IT industry and the rapid growth of 50,000 graduate engineers are in the queue of seeking employment in IT Industry in India every year.

Natarajan Ganesh (2012) carries out that the all economies are passing through difficult times but IT industry has clear opportunity of the three million people by their reinforce skills and deliver maximum value of the industry. The financial services of JP Morgan and Barclays companies had bad impact on worlds companies but Indian IT industry has shown its good prospects in the area of Cloud computing, mobility, enterprises, social media and big data.. Foundation leadership (NASSCOM) Provide strong new initiatives in the field of IT industry
in India.

4. DATA ANALYSIS AND INTERPRETATION

Table 1
Technique of performance appraisal in the organisation.

Sl. No	Particulars	No of respondents	Percentage
1.	Ranking	100	100
2.	Self appraisal	0	0
3.	Graphic rating scale	0	0
4.	Any other	0	0
Total		100	100

Analysis

The above table shows that 100% ranking method is used for the technique of performance appraisal in the organisation and not the other methods.

Interpretation

From the review of the respondents it is easy for employees to understand the ranking technique than any other technique.

Table 2
Hindrances to performance appraisal due to internal factors

Sl.No	Particulars	No of respondents	Particulars
1.	Yes	35	35
2.	No	65	65
Total		100	100

Interpretation

The majority of respondents says it can be interpreted that most of the employees are comfortable with the internal environment.

Table 3
Performance appraisal in improving the performance on the job

Sl. No	Particulars	No of respondents	Percentage
1.	Great extent	0	0
2.	Some extent	80	80
3.	Less extent	20	20
4.	No extent	0	0
Total		100	100

Analysis

The respondents rate 80% for some extent and 20% for less extent in improving the performance on the job.

Interpretation

From the above analysis it can be inferred that improving the quality of performance appraisal technique leads to improve the performance of an employee on the job.

Table 4
Performance appraisal in the job satisfaction.

Sl. No	Particulars	No of respondents	Percentage
1.	Yes	32	32
2.	No	68	68
Total		100	100

Analysis

68 percent of respondents says no to the performance appraisal in the job satisfaction does not occur and 32 percent says yes and agrees to it.

Interpretation

The majority of the respondents says No because they are satisfied with

the job at lesser extent. Hence the better involvement in the work leads to the job satisfaction no matter whatever system the organisation uses.

Table 5
Feedback on performance appraisal helps in designing training and development programmes.

Sl.No	Particulars	No of respondents	Percentage
1.	Yes	13	13
2.	No	87	87
Total		100	100

Analysis

The individuals respond 87% on No and feedback is not necessary for everyone and 13% says Yes and is needed.

Interpretation

From the above analysis there is no effective communication between poorly rated employees and employment.

Table 6
Assessment of performance during the period of performance appraisal

Sl.No	Particulars	No of respondents	Percentage
1.	Yes	93	93
2.	No	7	7
Total		100	100

Analysis

93 percent of the respondents say Yes and 7 percent says No for the evaluation of performance appraisal.

Interpretation

The majority of respondents chosen Yes, as the employee's

performance is measured during the performance appraisal period.

Table 7

Performance appraisal provides realistic assessment of the performance of the individual.

Sl no	Particulars	No of respondents	Percentage
1.	Strongly agree	10	10
2.	Agree	13	13
3.	Neither agree nor disagree	0	0
4.	Disagree	10	10
5.	Strongly disagree	17	17
Total		100	100

Analysis

77 percent of the respondents do not agree and 23 percent agree for providing realistic assessment of performance of the individual.

Interpretation by χ^2

H0 : Performance appraisal does not provides realistic approach.

H1: Performance appraisal provides realistic approach.

Parameters	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Total
Realistic assessment of individual	10	13	0	60	17	100

Computation of χ^2

Given : no of categories=5

N= total frequencies

= 10+13+0+60+17=100

E= N/5=100/5=20

Particulars	O	E	O-E	$(O-E)^2$	$((O-E)^2)/E$
1.	10	20	-10	100	5
2.	13	20	-7	49	2.45
3.	0	20	-20	400	20
4.	60	20	40	1600	80
5.	17	20	-3	9	0.45
Total					107.9

O= observed frequency

DF(V)=5-1=4

χ^2 (0.05) table value(9.488) < χ^2 of calculated value=107.9

Inference:

Since the calculated value is greater than the table value it is significant that the difference between observed and expected frequencies is significant and cannot be attributed to chance of fluctuation. Hence H0 is rejected at 5% level of significance and concluded that performance appraisal provides realistic assessment of the performance of the individual

Table 8

Performance appraisal to improve relationship between employee and reporting officer.

Sl.No	Particulars	No of respondents	Percentage
1.	Yes	9	9
2.	No	91	91
Total		100	100

Analysis

The above graph reveals that 91% of respondents say No and 9% says Yes it

helps to improve the relationship between employee and reporting officer.

Interpretation

From the above analysis performance appraisal system leads to better relationships between communication between employee and reporting officer.

Table 9

Comments and suggestions during appraisal to be considered.

Sl. No	Particulars	No off responadents	Percentage
1.	Yes	100	100
2.	No	0	0
Total		100	100

Analysis

The above graph reveals that 100% of respondents say Yes. The comments should be considered during the appraisal.

Interpretation

From the above analysis we can interpret that, comments and suggestions should be considered so that there will be good interaction between the employees and management which is helpful for further performance appraisal system.

Table 10

Appraisal system was unfair o employees anytime.

Sl.No	Particulars	No of responadents	Percentage
1.	Yes	37	37
2.	No	63	63
Total		100	100

Analysis

The above graph reveals that 63% of respondents does not experience the

unfair of performance appraisal anytime and 37% of respondents said Yes.

Interpretation

From the above analysis it can be revealed that, employees have clearly understood that performance appraisal process and thus prevents the misunderstanding between employees and management.

Table 11

Role played by the appraiser in the process of appraisal.

Sl. No	Particulars	No of responadents	Percentage
1.	Supportive role	77	77
2.	Counseling role	0	0
3.	Motive role	5	5
4.	All the above	18	18
5.	None	0	0
Total		100	100

Analysis

The above graph reveals that 77% of respondents said that role played by the appraiser in the appraisal system is supportive role, and 5% is motive role and 18% of respondents said all the above roles.

Interpretation

From the above analysis it can be interpreted that the supporting role played by the appraiser encourage the employees to perform better

5. Findings

1. Most of the employees think that Performance appraisal is needed to improve performance rather than to reduce grievances, to maintain work force, to improve personnel skill, et c.
2. Most of the respondent agrees that performance appraisal is helpful to reach the objectives, win co-

operation, improve personnel skills and also helps to come out of personnel difficulties for individual and organizational development.

3. Promotion is based on appraisal system.
4. Superiors play an important role for appraising the individual.
5. Most of the respondent agrees that performance appraisal system helps to identify the strength and weakness of the employee and performance rating is helpful for the management to provide employee conflicts.
6. Performance appraisal helps to training and development and to determine needs of training,

5.1 Suggestion

1. The reporting officer should communicate the ratings of the performance appraisal of employee personally.
2. The reporting officer should counsel the employees so that he or she can improve the weakness in their performance.
3. The reporting officer should motivate the employee's very often so that they can perform better.

CONCLUSION

Performance appraisal are one of the most effective supervisory tool to communicate expectations, provide feedback, plan work, acknowledge contribution and helps employees gain the skill to be successful and improves two way communication in organization. The appraisal format should be practical and simple. The appraisal system has to be reliable, consistent and should include both objective and subjective ratings. The process should be participatory and open. It should be linked with rewards. Feed back is important part of appraisal and has to be timely impersonal and noticeable. It should be noted that an appraisal system can be effective only if it's accepted by employees and if management is fully accepted.

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