

A Review of Performance Appraisal System in Construction Sector in Pune Region

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Abstract- *Civil engineering is one of the most evolved branch of engineering. The Construction and management part has evolved in last couple of decade very rapidly. Performance appraisal of the human resource working in the sector becomes critical as human behavior both as employee and employer differs Performance appraisal is a vital tool to measure the frameworks set by any organization to its employees. Appreciating people at the different phases of their job cycle is an immensely important. This paper tries to get an idea about which system of performance appraisal should be considered for the topic. Interviews, focus group discussion and survey questionnaires were the main instrument used in this study. A descriptive study is conducted medium scale construction industry in Pune area of Maharashtra. Methodology about the topic is split up in firstly using set of Question series taking replies analyzing it and then by using SPSS software get the ranking and question .Based on that a model is prepared for performance appraisal*

Keywords- Construction and management, Interviews, Pune, Question series

I. INTRODUCTION

Performance appraisal is one element of the performance management process which involves different measurements throughout the organizations but it is the element which is important if organization is to take advantage of their most important asset employees and gain human capital advantage. In construction sector it is very important to have such a appraisal system so that it helps to evaluate the people working in construction sector, so that eventually people will start working on every body becomes a winner. In this paper we have tried to focus on the Pune region. Interaction with the people and engineer's people, owners and etc. Application of SPSS for taking out ranking system will help the contractor and employee both to way of finding each other constraint. It's a review paper and all other literature are taken under consideration who have worked under the title of performance appraisal system in the

II. METHDOLOGY

Inception of this topic is result of conclusion of a rigorous literature review and after considering all the other topics we finalised this topic of performance appraisal is it came to us that this is one area where research is not done much. After the literature review was done we sorted a overall scenario of performance appraisal system in the Pune area. Considering Pune was a growing construction hub we have chosen this city as it gives a varied range of small size to large size Construction Company. We have not considered small level sector because they don't apply performance appraisal level. A set of questionnaire was circulated in an around Pune region to 25 companies. Some companies were reluctant to share their data as it was not a system to be followed everywhere. But some companies share their information. After the data collection we tried to analysis in the SPSS software, from which we will get the ranking and will try to get other information about performance appraisal system. Then the research will be send to the company who shared their data for their review.

III. LITERATURE REVIEW

1)Armstrong(2006) describe the role of the performance appraisal as a tool for looking forward to what need 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 (Szilagy &Wallace 1990) in addition will develop both organizational and individual capabilities and reach agreement on areas where performance needs on the effectiveness of its employee generating information which influences many of the organizations decision. 2) Performance appraisal is one element of the performance management process which involves different measurements throughout the organizations but it is the element which is important if organization is to take advantage of their most important asset employees and gain human capital advantage. There are other processes within the organizations such as technology and design but it is the human factor which is the most difficult to replicate and therefore the most valuable (Armstrong & Baron 2005) strategy implementation and delivery of the organizational

strategic target is the best accomplished through high performance people (Michlitsch 2000) and it is the development of these people which performance appraisal seek to advance. This is not the only identified purpose for performance appraisal. The impact of the TQM (total quality management) principles to the process of evaluating the performance of workers: Total quality management aims to achieve customer satisfaction and therefore their degree of satisfaction can be judged is the standard by which the level of performance from this perspective appeared in multi-resident agencies, because clients are all employees, officials, and overseas customers and suppliers. Working together: as a team leads to the assessment of individuals collectively, and not individually as it was in the traditional way. The system of performance appraisal in accordance with total quality management as the most effective and objective and fairer system of performance appraisal traditional, who had focused on a set of attributes, criteria that intangible, including the resident is a person tends to attribute more than others, the assessment will be biased and does not give accurate results. (Mohamed Ahmed, 2007).

Different Appraisal method:

(a) Individual Appraisal Method Below is the method, which is widely used to evaluate an individual employee against the standard:

- (i) Rating scale
- (ii) Checklist method
- (iii) Forced choice method
- (iv) Critical incident method
- (v) Field review method
- (vi) Performance test and observation method
- (vii) Annual confidential reports (ACR).

(b) Group Appraisal Methods There are a number of methods that are used to appraise the performance of groups of employees. Generally, these methods are used to rank various employees in a group or groups in accordance of their merits and hence they are, useful for deciding merit, promotion, pay increments, rewards etc.

- (i) Factors and points method
- (ii) Ranking method
- (iii) Paired comparison method
- (iv) Forced distributions

(c) Other Methods Including MBO System. The two important techniques that may have a bearing on future performance goals are self-appraisal, management by objectives approach, BARS, 360-degree appraisal method etc.

- (i) Self-appraisal

- (ii) Appraisal by results or management by objectives (MBO)
 - (iii) 360° Performance appraisal
 - (iii) behaviourally anchored rating scales (BARS)
 - (iv) Cost accounting method
- (d) Traditional and Modern Methods The traditional methods are almost similar to individual and group appraisal methods.

IV. CASE STUDY

We have considered Pune region for our case study following is the list and screen shots of some of the data to be collected in the excel.

Selection question were based on this pattern on questionnaire. We have considered a Yes/ No type of scaling system for our reply. It's an easy method to do so for review

Q) Which is the method your organization is using for evaluating the performance of employees?

Ans= _____

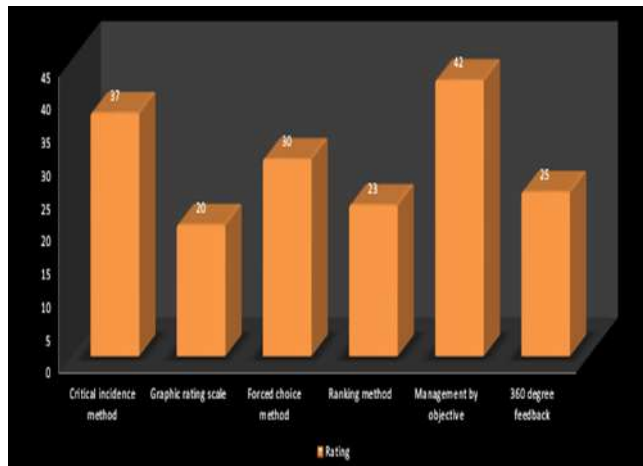
Questions	Yes	No	Remark if any
Do you think that your employees are reluctant to this performance appraisal system?			
Do you think that this method gives satisfactory result?			
Is this method able to identify the training need of employees?			
Is this method useful for fixing the pay scale?			
Is this method useful in decision making of promotion of employees?			
Is this method useful for inspiring the employees to achieve the goals?			
Do you think that this method clearly indicate the weaknesses of employee?			
Is this method useful for deciding transfer of employee?			
Is this method able to give feedback after the evaluating the performance?			
Is this method very expensive?			
Is this method able to measure the performance of...			

Fig no.1 Sample list of Questions used for survey to be conducted.

After this was done the second step was to collect the data and put it in the given format of yes or no scale.

		SURVEY COMPANIES									
		Company A	Company B	Company C	Company D	Company E					
1	PARAMETER	Y	N	Y	N	Y	N	Y	N	Y	N
2	Do you think that your employees are reluctant to this performance appraisal system?	✓		✓		✓		✓		✓	
3	Do you think that this method gives satisfactory result?	✓		✓		✓		✓		✓	
4	Is this method able to identify the training need of employees?	✓		✓		✓		✓		✓	
5	Is this method useful for fixing the pay scale?	✓		✓		✓		✓		✓	
6	Is this method useful in decision making of promotion of employees?	✓		✓		✓		✓		✓	
7	Is this method useful for inspiring the employees to achieve the goals?	✓		✓		✓		✓		✓	
8	Do you think that this method clearly indicate the weaknesses of employee?	✓		✓		✓		✓		✓	
9	Is this method useful for deciding transfer of employee?	✓		✓		✓		✓		✓	
10	Is this method able to give feedback after the	✓		✓		✓		✓		✓	

Fig no 2. Response of the various companies to be considered. The name of the companies are just representative form.



Following are the parameters on which the scaling is to be done and considered and will show the response very clearly.

- 1) Indication of weaknesses of employee.
- 2) Fixing of Pay Scale
- 3) Transfer of employees.
- 4) Promotion of employees.
- 5) Indication of weaknesses of employee.
- 6) Ability to give feedback.
- 7) Comparison between employees.
- 8) Free from errors.
- 9) Useful for elimination of barriers in effective performance.
- 10) Useful for improving working relationship between management and employees.

PARAMETER	Critical incidence method	Graphic rating scale	Forced choice method	Ranking method	Management by objective	360 degree feedback
Training	33	23	23	25	40	24
Pay scale	37	20	30	23	42	25
Transfer	43	25	25	26	42	30
Promotions	34	35	28	42	38	31
Weaknesses	40	27	22	32	37	31
Feedback	35	29	27	26	34	39
Comparison	29	35	29	40	37	26
Errors	36	35	28	29	37	40
Barries	39	27	25	26	42	34
Relationship	31	26	28	28	36	41
Future direction	36	33	28	29	44	38
Total	393	315	293	326	429	359
Rank	2	5	6	4	1	3

V. ANALYSIS AND RESULT

The following parameters were put to analysis in excel and SPSS both for refined results. We have try to get the result in this manner.

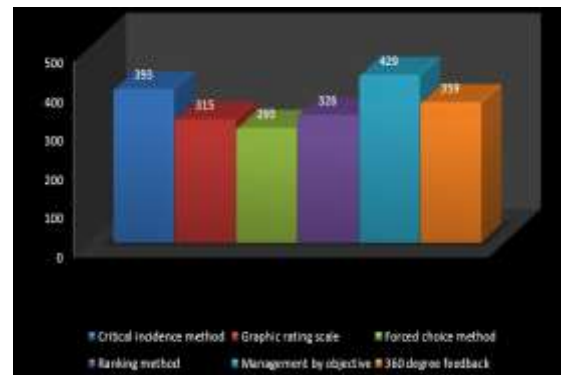


Fig4. Graphic representation result.

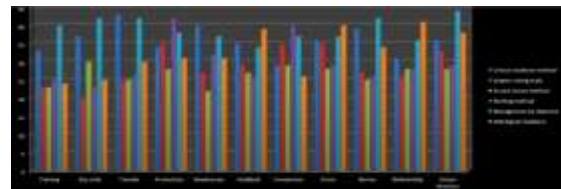


Fig 6. All the parameters and reading

VI. CONCLUSION

It is very difficult for everyone to survive, grow, stabilize and excel in the performance. For improvement in performances, the focus has gone to performance appraisal methods. The success of any performance management system is influenced by the effectiveness of its appraisal system. Ability to arrive at conclusions promptly and to decide on a definite course of action. We have considered for the review. Our project has help us to find out all the possible important parameters for performance appraisal.

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