

CHAPTER 4

METHODOLOGY

- 4.1 *Introduction*
- 4.2 *Objectives of the study*
- 4.3 *Hypothesis*
- 4.4 *Research tools and methodology*
- 4.5 *Data collection*
- 4.6 *Organisations and sample size*

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4.1 INTRODUCTION

The performance appraisal system is the only sub-system in the process of Human Resource Management which links the efforts of various individuals in the organisation to the objectives of the organisation through the systematic hierarchy. In short, the performance appraisal is an unbiased evaluation of quantity and quality of work done by the performer.

The methodology adopted for the present study comprised of finding out the existing system of performance appraisal through interviews and administration of questionnaire in two organisations. Further, the researcher relied on secondary data, mainly to assess the existing system of performance appraisal in both organisations.

4.2 OBJECTIVES OF THE STUDY

The researcher has set the following objectives for the present study.

- [1] To study the existing performance appraisal system in the two selected organisations.

- [2] To study whether the performance appraisal system is acceptable to the employees namely, workers and supervisors in two organisations.
- [3] To evaluate the opinion of appraiser and appraisee on present mode of performance appraisal system.

4.3 HYPOTHESIS

The researcher has put forth the following hypothesis :

"Opinion of appraiser and appraisee would differ on present performance appraisal system".

4.4 RESEARCH TOOLS AND METHODOLOGY

The methodology adopted in the present study for collection of data is divided into three stages as follows.

FIRST STAGE

The first stage of the data collection was based on a preliminary assessment of both the organisations. An interview schedule was prepared with a flexible approach to get the insight into the existing mode of performance appraisal system. This helped the researcher to get a fair knowledge of performance appraisal system in both organisations.

In Kirloskar, managers are appraising their supervisors' performance whereas in Tiwac, managers are appraising their supervisors' performance and supervisors are appraising their workers' performance. The system of appraising the workers has not been formed in Kirloskar organisation. In addition, it was possible to collect data about the existing performance appraisal system adopted by the organisation.

SECOND STAGE

Based on the information gathered through interviews, a set of questionnaire was prepared each, for appraiser and appraisee. While formulating the set of questionnaire different dimensions of performance appraisal were taken into consideration like, duties, behaviour, traits, decision making, etc. The primary data was collected from the respondents by distributing the questionnaire to each type of respondents selected for the present study. Since all the appraisees were not educated, the questionnaire was explained individually in their vernacular.

THIRD STAGE

The third stage of data collection was based on the information gathered and analysed during the second stage of visit. During the third visit, the researcher once again contacted the employees personally, who suggested the need for the improvement in the existing performance appraisal system to note their views.

DEVELOPMENT OF THE QUESTIONNAIRE

As a part of the study, the researcher has developed the questionnaire by taking into consideration different dimensions like decision making, traits, behaviour, etc. These dimensions were identified with the help of performance appraisal form of the organisations. In addition to this, the researcher referred the literature related to performance appraisal.

Initially, fiftytwo questions were prepared to study the performance appraisal system in two organisations. Out of which 29 questions were meant for the appraisee and 23 to the appraiser. After discussing with the experts, some questions were modified and some were discarded. Thus, in the final stage totally thirtynine questions were retained, 22 questions for the appraisee and 17 to the appraiser.

ADMINISTRATION OF THE QUESTIONNAIRE

The final questionnaire for the appraiser constituting seventeen questions was administered to seven respondents from Kirloskar and nine from Tiwac.

The questionnaire which was administered to the appraisee comprised twentytwo questions. Since, the performance appraisal system was applied to the supervisors as well as workers in Tiwac,

the questionnaire was administered to selected employees in Tiwac Whereas, the performance appraisal system was applied only to the supervisory staff in Kirloskar, this questionnaire was not administered to the workers of Kirloskar.

The questionnaire was so designed that the questions asked were simple and close ended. The respondents were supposed to give their free and frank answers in only two choices namely, Yes or No, except the first two questions. The questionnaire which was administered in the present study is presented in the Appendix.

4.5 DATA COLLECTION

The researcher approached the concerned managers in two selected organisations, with the help of the letter from the Principal of Chhatrapati Shahu Central Institute of Business Education and Research, Kolhapur, explaining the purpose of the research and a request to help the researcher in his data collection.

The data was collected by the researcher from primary as well as secondary source. He conducted interviews with the managers, supervisors, and workers. In the face-to-face interviews, the required information was collected by structured interviews.



4.6 ORGANISATIONS AND SAMPLE SIZE

For the purpose of comparative study, the researcher has selected following two organisations.

- [1] Walchandnagar Industries Limited, Tiwac Division,
Dharwad.
- [2] Mysore Kirloskar Limited, Unit II, Sattur,
Dharwad.

Two kinds of samples were selected by the researcher for the present study viz. appraisers and appraisees.

Since the appraisers were limited in number all the respondents were administered the questionnaire. Thus, the total number of appraisers in Kirloskar was 7 and in Tiwac 9.

It was observed that the performance appraisal system was in vogue only for the supervisors in Kirloskar. There are only 28 supervisors. Hence, all the supervisors have been taken for the study.

Whereas, the performance appraisal system is applied to all the employees in Tiwac. Hence, sampling technique was applied in this organisation. Random sampling method was used. Totally,

40 employees from all the departments were selected randomly from a universe of 171 employees. The details about the composition of the respondents from different departments are given in the Table below.

SIZE OF SAMLE	WORKERS	SAMPLE
Personnel and Accounts Department	6	2
Marketing	7	2
Production, Planning & Control	7	2
Tool Room	7	2
Inspection	10	3
Machine Shop	28	9
Chemical	12	4
Sub-Assembly	18	6
Assembly	30	10
TOTAL	125	40