

A STUDY ON PERFORMANCE APPRAISAL SYSTEM FOLLOWED IN TAMIL NADU STATE TRANSPORT CORPORATION WITH REFERENCE TO TIRUNELVELI DIVISION

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ABSTRACT

India Now an afternoon's shipping quarter occupies an area of vital significance in the Indian financial system. The notable growth of delivery region has improved change, commerce, and industries phenomenally. Increasing of higher population and unemployment are developing issues in developing nations. Lack of consciousness, illiteracy, undeveloped era, harmful innovation, is because of in right systems. To enhance the excessive excellent of a public quarter inside the field of transports, the importance of Personnel management in national region delivery groups with a considerable number of employees covering almost the entire populace of the state is essential. It brings approximately some of the problems referring to recruitment and selection of the proper humans, their training and development, employment relations. These practices cause worker grievances. Therefore, great employees management practices are required to deal with those troubles. Highly influenced and devoted staff can make contributions to the productiveness of a corporation. Functioning of the Transport Corporation mainly relies upon at the efficiency of its employee's control practices. This study is an try to find out the effectiveness of personnel management practices in TNSTC in Tirunelveli Division which is the gift studies vicinity. The research takes a look at includes making plans, staffing, selection method, schooling and development, incentive plan, revenue and remuneration, motivation, change unions and association, welfare measures and safety, performance appraisal of employees of Personnel Management. The Performance appraisal device of Tamilnadu state delivery company workers, the boom of the unit, are planned in the studies work. The survey covers Tirunelveli Division most effective

KEYWORDS: Performance Appraisal, Tamilnadu State Transport Corporation, Tirunelveli Division

INTRODUCTION

Tamil Nadu is in the forefront of the Indian subcontinent in providing an efficient transport service to the people. Transport facilities are a basic ingredient in a modern society for bringing people together and for the improvement of the society. The Tamil Nadu Government, with its transport corporations, provides various types of service like metro, mofussil, express, ghat services etc., to bring the people together. Whether it rains or shines, efficient and safe transport operation is continued in all parts of Tamil Nadu by the State Transport Undertakings. The Transport Department is having under its control 18 State Transport Undertakings including Tamil Nadu Transport Development Finance Corporation, Pallavan Transport Consultancy Services Ltd., Institute of Road Transport, Chennai and Motor

Vehicles Maintenance Department. The Transport Department is also the Nodal Agency in the State Government in respect of projects implemented by the Southern Railway, Postal and Telecommunication Department and the Civil Aviation Department of the Government of India, within the State of Tamil Nadu.

REVIEW OF LITERATURE

R. Janakiraman and M. Saravanan (2014)¹- pointed the Job satisfaction of the TNSTC employees. The problems suffered the bus drivers and conductors are attributed to the nature of work they are exposed and it is associated with the outcome from their occupation. What is really required, is a comprehensive personnel policy, with programmes for proper recruitment and training, enforcement of discipline improved working conditions like better seats for drivers, better buses, better roads, improved promotion avenues introduction of well conceived productivity linked schemes for motivation it leads job satisfaction, work commitment, job enrichment and performance. It is the management's role to supply initiative, both initiative towards creating better conditions and the initiative needed to apply technical skills to the attainment of higher efficiency and productivity.

Dr.Tamilchelvi (2014)²- evaluated that rail transport system has to pay more attention to improve the factors such as food and beverages, reservation facilities, luggage, concessions and free pass, security and type of train to provide better services to the passengers. Service quality of the rail system could be enhanced by paying attention to the preferences and needs of the passengers. The effect of present study shows that the performance of Indian railways is not up to the mark and the passengers' preferences and needs are not fully satisfied. If all the suggestions of the study are considered by the Indian railways, then it is hope that Indian railways will excel in the near future.

M Dhanabhakym and Nisamudheen. T (2016)³- focused on the whole there is under utilization of existing resources in KSRTC. Some of the external and even invisible factors seem to be acting upon the performance of the corporation. There is lack of commitment and indifference on the part of workers and management. All these factors contribute to the poor performance of KSRTC.

Transport sector occupies a place of essential importance in Indian economy. The wonderful growth of transport sector has expanded trade, commerce and industries phenomenally. Technological advancement has resulted in newer vehicles with advanced features in the buses. The burgeoning gap between expectation of passengers and existing level of facilities and convenience offered in the buses have a definite bearing on the service quality in the bus transport sector. Now a days there is a requirement for manpower needed for developing countries. Increasing of more population and unemployment are creating problems in developing countries. Reason for lack of awareness, illiteracy, undeveloped technology, poor innovation, is due to in proper systems. To improve the high quality of public sector in the field of transports, the significance of Personnel management in public sector transport corporations with a large number of employees covering almost the entire population of the state is necessary. It brings about a number of issues relating to recruitment and selection of the right people, their training and development, superior subordinate relationship and employment relations. These practices lead to employee grievances. If these grievances are not handled properly, it will result in disputes between management and employees. In this globalization era, continuous development of technology further complicates these problems. Therefore, effective Performance Appraisal are required to handle these problems. Highly motivated and committed workforce can contribute to the productivity of an organization. The

effective functioning of the Transport Corporation mainly depends on the efficiency of its personnel management practices. This study is an attempt to find out the efficiency of Performance Appraisal in TNSTC in Tirunelveli Division which is the present research region.

SCOPE OF THE STUDY

The research study includes planning, staffing, selection process, training and development, wage and incentive plan, salary and remuneration, motivation, trade unions and association, welfare measures and safety, performance appraisal of workers of Personnel Management.

OBJECTIVES OF THE STUDY

- To examine the association between Performance Appraisal and demographic variables of employees in
- TNSTC Ltd. Tirunelveli Division.
- To find out the quality work life of Performance Appraisal in TNSTC Ltd., in the study area.
- To evaluate the efficiency of various core dimensions of Performance Appraisal prevailing in TNSTC Ltd.

HYPOTHESES OF THE STUDY

- H_0 = There is a relationship between Performance Appraisal and demographic variables.
- H_1 = There is no relationship between Performance Appraisal and demographic variables.
- H_0 = There is a relationship between quality work life and Performance Appraisal.
- H_1 = There is no relationship between quality work life and Performance Appraisal.
- H_0 = There is a relationship between overall effectiveness and Performance Appraisal.

FRAMEWORK OF ANALYSIS

In order to study the personnel management practices, this research study has used percentage analysis, Analysis of one way Variance, Analysis of co-efficient of Variation, Multiple Regression Analysis and Percentage Analysis. SPSS (Statistical Package for Social Sciences) version 21 are employed.

LIMITATIONS OF THE STUDY

The research is undertaken in Tirunelveli Division only. All data are collected from this District, Tirunelveli. Even though the other Divisions does exhibit population wise a mini material character, the results need to be generalized with watchfulness and may not be entirely valid for populations of other Division. This study is conducted from the employees' point of view and the customers' views are not considered. This study includes only four categories of employees, i.e. drivers, conductors, technical staff and office staff only and other employees have been excluded from this study.

DATA COLLECTION

The data collected are primary as well as secondary data. The primary data were collected from a structured questionnaire which prepared to measure the efficiency of personnel management practices followed by TNSTC on its employees. The questionnaire schedule is classified into 11 different parts. The first part elucidates 9 personal and demographic variables of respondents. The remaining ten parts comprise theoretical items, namely, Recruitment and Selection, Performance Appraisal, Promotion and Transfer, Training and Development, Wages and Incentives, Workers' participation in Management, Grievances Handling, and Management Attitude toward Employee and Trade Union, Welfare Measures, and Motivational factors. Secondary data were collected from various sources such as journals, books, newspapers, magazines, research papers, articles, unpublished records, annual reports, libraries, and websites etc.,

SAMPLING METHOD

The researcher adopted stratified sampling method. The respondents were chosen for the study from the category of employees such as drivers, conductors, technical staff and office staff, age group ranging from 20 years to 58 years, in Tirunelveli Division. A questionnaire is distributed to respondents, of different strata classified as divers, conductors, technical staff and office staff. The selection of workers and employees from Tirunelveli Division were chosen according to stratified sampling from the list provided by division member and the response was obtained from 250 respondents. Out of 250, 50 questionnaires are found incomplete, and discarded from the study. Hence, the final sample was taken from the 200 respondents which were useful to this analysis. All the employees were contacted personally and the questionnaire was distributed in one day and collected later on. The leisure time given to employees enabled them to devote and care for producing accurate and meaningful data. The questionnaires are collected after much frequent visits.

SAMPLE SIZE

The study was covered by Tamilnadu State Transport Corporation in Tirunelveli Division all the major Transport Corporation have division in this district. As it was felt that it would useful to examine the association between Personnel Management practices. The transports Corporation having the largest network of division in the district were identified. The similarly of division from personnel management practices have been identified. In the district, Transport Corporation has large number of workers located in the district, in the same division 2946 workers. The sample size was calculated to guarantee a sufficient number of workers Transport Corporation in Tirunelveli Division.

PILOT STUDY

The study has used a structured questionnaire. The questionnaire is pretested during the months from July 2018 to September 2018 with a sample of 200 employees selected in Tirunelveli Division. A pilot study is undertaken to identify and eliminate ambiguous terms and to check the reliability of the questions. Necessary changes are made in the instrument of the basis of responses to the questionnaire.

GENERAL PROFILE OF THE RESPONDENTS

Table 1

| Particulars | Classification | No. | Percentage |
|----------------------|-----------------------|------------|-------------------|
| Age | 20-30 | 37 | 18.5 |
| | 30-40 | 76 | 37.8 |
| | 40-50 | 40 | 20.0 |
| | Above 50 | 47 | 23.7 |
| Experience | 0-5 | 50 | 25.0 |
| | 6-10 | 55 | 26.8 |
| | 11-15 | 47 | 23.8 |
| | Above 15 | 48 | 24.3 |
| Qualification | School Level | 40 | 20.3 |
| | UG Level | 65 | 32.5 |
| | PG Level | 48 | 24.3 |
| | Professional | 47 | 22.8 |
| Salary | 10,000 - 20,000 | 64 | 32.0 |
| | 20,000 - 30,000 | 65 | 32.5 |
| | 30,000 - 40,000 | 31 | 15.7 |
| | Above 40,000 | 40 | 19.8 |
| Membership in unions | IPF | 48 | 23.8 |
| | ATP | 42 | 20.7 |
| | CITU | 49 | 24.3 |
| | AITUC | 23 | 11.7 |
| | HMS | 25 | 12.8 |
| | BMS | 13 | 6.7 |
| Status in the union | Member | 147 | 73.3 |
| | office bearer | 54 | 26.7 |
| Nature of employment | Permanent | 122 | 60.8 |
| | Temporary | 78 | 39.2 |

Source: primary data

The above table indicates general profile of the respondents. Among 200 respondents, 37 respondents are belonged to 20-30 years, 76 respondents are belonged to 30-40 years, 40 respondents are belonged to 40-50 years and 47

respondents are belonged to above 50 years respectively.

Among total respondents 50 respondents have 0-5 years experience, 55 respondents have 6-10 years experience, 47 respondents have 11-15 years experience and 48 respondents have above 15 years of experience respectively.

Among total respondents 40 respondents are qualified at school level, 65 respondents are qualified at UG level, 48 respondents are qualified at PG level and 47 respondents are qualified at professional level respectively.

Among total respondents 64 respondents earn 10,000-20,000 per month, 65 respondents earn 20,000- 30,000 per month, 31 respondents earn 30,000-40,000 per month and 40 respondents earn above 40,000 salary per month respectively.

Among total respondents 48 respondents are members of IPF, 42 respondents are members in ATP. 49 respondents are members of CITU, 23 respondents are members in AITUC, 25 respondents are members of HMS and 13 respondents are members in BMS respectively.

Among total respondents 147 respondents are members in union and 54 respondents are office bearers. Among total respondents 122 respondents are permanent employees of TNSTC as well as 78 respondents are temporary employees of TNSTC respectively.

PERFORMANCE APPRAISAL

It's a periodic and systematic process to evaluate the individual performance and productivity in relation with certain pre-established criteria and organization objectives. Performance appraisal shows ability of an individual who gives output for an organization. The crucial variables of objective and judicious evaluation, attitude of appraisers and self confidence and creativity have been analyzed in the below table 1.2

Table 2

| Variables | Strongly Disagree | Disagree | Neither | Agree | Strongly Agree | Total |
|------------------------------------|-------------------|----------|---------|-------|----------------|-------|
| Objective and judicious evaluation | 31 | 30 | 28 | 30 | 81 | 200 |
| | 15.2 | 15.0 | 14.5 | 14.8 | 40.5 | 100 |
| Attitude of appraisers | 28 | 27 | 32 | 31 | 82 | 200 |
| | 14.0 | 14.3 | 15.7 | 15.3 | 40.7 | 100 |
| Self confidence and initiative | 33 | 30 | 33 | 32 | 72 | 200 |
| | 16.3 | 16.0 | 16.2 | 15.8 | 35.7 | 100 |

Source: Primary data

The above table 1.2 indicates details about performance appraisal of the respondents. 81 respondents strongly agreed and 30 respondents agreed that the methods of evaluating the performance of workers are objective and judicious in nature as well as 82 respondents strongly disagreed and 30 respondents disagreed that methods of evaluating the performance of workers are objective and judicious in nature. From the above table, it is found that majority of respondents are satisfied and agreed with their performance appraisal.

Relationship between the Variables of Promotion and Transfer

Table 3

| Promotion and Transfer | | Predetermined Basis | Equal Opportunities | Sound Basis | Impartial |
|------------------------|---------------------|---------------------|---------------------|-------------|-----------|
| Predetermined basis | Pearson Correlation | 1 | .002 | .022 | .051 |
| Equal opportunities | Sig. (2-tailed) | | .961 | .597 | .209 |
| Sound basis | N | 200 | 200 | 200 | 200 |
| Impartial | Pearson Correlation | .002 | 1 | -.100* | -.033 |
| | Sig. (2-tailed) | .961 | | .014 | .415 |
| | N | 200 | 200 | 200 | 200 |
| | Pearson Correlation | .022 | -.100* | 1 | -.030 |
| | Sig. (2-tailed) | .597 | .014 | | .460 |
| | N | 200 | 200 | 200 | 200 |
| | Pearson Correlation | .051 | -.033 | -.030 | 1 |
| | Sig. (2-tailed) | .209 | .415 | .460 | |
| | N | 200 | 200 | 200 | 200 |

*. Correlation is significant at the 0.05 level (2-tailed).

In the table 1.3 correlations have been used to analyze the relationship between the variables of promotion and transfer. The correlation between predetermined basis and equal opportunities has positive relationship and the correlation is .002 at 0.05 significant levels. The correlation between predetermined basis and sound basis has positive correlation and the correlation is .022 at 0.05 significant levels. The correlation between predetermined basis and impartial has positive correlation and the correlation value is .051 at 0.05 significant level. The correlation between sound basis and equal opportunities is -.100 and the relationship between these two variables are insignificant. The relationship between sound basis and impartial is -.030 and the relation between these two variables are insignificant at 0.05 significant level.

CONCLUSIONS

The economic increase that India has witnessed over the closing few years resulted in rapidly rising delivery needs. Simultaneously concerns are being raised the sustainability of the delivery issue in the use of a by using a sizable and increasing percentage of emissions, both global and local. Whenever the transport device is fairly applied, there's an opportunity to access health care, schooling and satisfy different basic desires. In the case of passenger avenue transport, meeting mobility necessities correctly and addressing environmental and developmental issues require incredible interest to the green personnel management. Personnel Management practices followed in TNSTC Ltd. Had been observed first-rate. However this study well-known shows seven demographic elements inclusive of enjoying, reputation in the union, membership inside the union and nature of employment and five human aid measurement viz. Recruitment and selection, advertising and transfer, employees' participation in control, and motivational factors have a full-size impact at the personnel control practices in TNSTC Ltd. The succession of the company is in basic terms depended on employees' consolation and pride. Hence the employees' desires and wishes should be fulfilled with the aid of the company for its success. Framing ideal rules and proper practices for employees are critical for an employer to make them suitable for contributing extra to the succession of the corporation. The relationship between management and employees may also face conflicts, and it might like low productivity, loss incorporation financial system, the high of popularity and many others. Organization control is a valuable asset for higher production and effective carrier. Hence almost all of the fields countries are recognizing their human resource utilizing and large quantity. It is a fantastic blessing to the kingdom. Transport Corporation is on the whole associated with employee's effort and related to their output for the organization. There will deserve rewards for their offerings when they follow the suggestions mentioned above. Therefore the corporation should focus more on the above aspects that influence the Performance Appraisal.

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