ABSTRACT

Appraisal system widely used in the enterprise, it should be systematically imposing the performance level of an individual as well as organization, it provides data about past, present, and expected performance of the employ which is helpful in taking decision on selection training and development, if P.A.S is implementing well it can take the organization on a fast development trade and faster productivity, through commitment, motivation or complete people. Measure aerial performance, compose actual performance with standard, discuss the appraisal with the employee it necessary initial correct action. I.TI e being a giant raised industrial enterprise has adopted a scientific system of performance appraisal of its Human Resource the most widely used henequen is the self appraisal system. Achievements have been received from training. Result have been obtained on the basis of a related to work environment and personal motivation from senior, 20, middle 30, lower manage50 making a total number of 100& out sources of skilled and un skilled at workers for total number of 400 skilled and 300 unskilled workers making a total number of 700 . Senior, middle & lower management on company pay roll employ and outsource skilled and unskilled levels generating a vibe rent work culture. the survey indicate that the integrated approach has brought about a radical change in over al performance of the employ particularly with reference to celerity of role and responsibility of various levels .the program has helped the participant to introspect and modify their behavior and improved communication approach at various levels, training programmed and work shop have not improved the overall climate and culture of the organization but also generated quality of life satisfaction among the management employee & workers in their work environment .

Key World - work performance, management employ, out-sources workers, Tobacco, Ghaziabad

INTRODUCTION

Steering a public enterprise in to-day highly turbulent business environment marked by unexpected crisis situation and changing economic market phenomena is indeed a difficult proposition it becomes all the more difficult when the enterprise is a large multi product and multi divisional one dealing with diverse markets and operating from locations situated for and wide, to survive and grow in a company has constantly review and innovative H.R.D strategies.

The evaluation of the performance of employees is a key part of the function of staffing as the evaluation serves as a basis for judging the contribution and weaknesses of employees so that continuing efforts can be made to build a stronger and more effective organization.

Human resource are key organizational assets since organization performance depends on the quality of employee effort on their ability and motivation by raising the quality of individual employees contributions to production, organizations can make significant improvements in their performance of company pay roll management.

Performance appraisal is a systematic way of evaluating a workers performance and his/her potential for development, this continuous monitoring of the performance and periodic evaluation helps in retaining promotional and retraining policies.

Performance can be appraised against some set standards to meet the needs of the organization and the employee, hence the technique must be sufficiently sensitive to pick up the difference between an effective and ineffective employee.

Appraisal has two major purposes
1. To let employees knows formally how their current performance is being rated
2. To identify candidates for promotion

I.T.C limited has a long history of 90 years the leader of Indian cigarette industry is a conglomerate of many diversified businesses having a overall turnover of Rs. 5000 crore form hotels & tourism, agro, paper, etc, it was an ideal case worth studying for any good manager or researcher.

RESEARCH OF THE PROBLEM
For the ever increasing complexity of challenge facing organization and the place of change, both signal the
escalating pressures that will be brought to bear on human resource personnel to play a proactive and strategic partner roles. Therefore, if PAS is implementing well, it can take the organization on a fast development track and faster productivity through commitment, motivated or competent people.

- Facilitating upward and downward communication and sensitizing senior executives to problems at lower levels;
- Developing and strengthening boss-subordinate relationships:
  - Role clarity and performance planning;

**NEED AND IMPORTANCE OF THE STUDY**

Performance can be appraised against some set standards. According to McGregor the format performance appraisal plans are designed to meet three needs, one of the organization and the other two of the individual. These are:

- They provide systematic judgment to back up promotions, transfers, salary increments etc.
- They let the subordinate know where he stands and whether any changes are required in his behavior attitudes, skill or job knowledge

A sound performance appraisal system can be useful in:

- Encouraging employees to express their views or to seek clarification on job duties.
- Serving as a predictor for future responsibilities.
- Preventing grievances, since the employees will know where they stand relative to their achievements
- Increasing the analytical ability of the supervisors, since they will be directly involved in making judgment about their work’s performance level.

**RESEARCH METHODOLOGY**

The most effective performance appraisal system have the following characteristics:-

- The system must be bias-free. The evaluator must be objective and the methods of appraisal must be fair and equitable. The atmosphere must be that of confidence and trust.
- It must be relevant. It should only measure behaviors that are relevant to the successful job performance and not any other personal traits.
- It should be reliable, dependable, stable and consistent. High reliability is essential for correct decision making and validation studies. It should be sufficiently scientific, so that if an employee is evaluated by two difference evaluators, than the result should be significantly the same.

Performance appraisal has become a very significant activity in most of the enterprises. It provides data about past, present and expected performance of the employees which is helpful in taking decisions on selection, training and development, increase in pay, promotion, transfers, and the like. These days a large amount of money is spent on performance appraisal by most organizations. The benefits of performance appraisal are as follows:-

- It help the supervisor to evaluate the performance of his employees systematically and periodically. It also helps him to assign that work to individuals for which they are best suited.
- Rating helps in guiding and correction of employees. The supervisor may use the result of the purpose of constructively guiding the employees in the efficient performance of work.
- The ability of the staff is recognized and can be adequately rewarded by giving them special increments.
- Performance appraisal can be used as a basis of sound personnel policy in relation to transfer and promotion. If the performance of an employee is better than other, he can be recommended for promotion, but if a person is not doing well on a job, he may be transferred to some other job.
- Rating can also be used to evaluate the training programmes. Weaknesses of employees are revealed by merit rating and the training programmes can be modified accordingly.
- Performance appraisal provides an incentive to the employees to better their performance in a bid to improve their rating over others.
- If the performance rating is done scientifically and systematically it will prevent grievances and develop a confidence amongst the employees because they are convinced of the impartial basis of evaluation.

**THE EVALUATION PROCESS**

Establish performance standards, Communicate performance expectations to employees, Measure actual performance, Compose actual performance with standards, Discuss the appraisal with the employee, If necessary initial corrective action.

Achievements have been received for the training and result have been obtained on the basis of Questionnaire related to work environment and personal motivation from company pay roll employ senior, middle and lower management senior20, middle 30 & lower management 50 making a total of 100 & outsources of skilled and unskilled workers for a total number of 400 skilled and 300 unskilled workers making a total of 700. Response indicates the Training program have been well organized and perceived by both at senior and junior levels generating a vibrant work culture. The survey indicated that the integrated approach has brought about a radical change in the overall performance of the employees particularly with reference to the following aspects:

1. Motivation level and morale have gone up considerably.
2. The program has helped the participants to introspect and modify their behavior
3. Improved communication approach at various levels

These training programs and workshop have not only improved the overall climate and culture of the organization but also generated better quantity of life and satisfaction amongst the supervisors and workers in their personal lives.

**ABOUT ITC COMPANY**

[Note: The text continues with details about the ITC Company's performance evaluation process and the benefits obtained from it.]
ITC Limited has a long history of about 90 years and now marched into the next millennium. ITCV, decidedly the leader of Indian cigarette industry, is a conglomerate of many diversified businesses having overall turnover to the tune of Rs. 5000 crore. The group having started from its core competency business of tobacco and financial services has evolved as leader in many other businesses such as hotels and tourism, agro-businesses, paper business, etc. During this course of development in business, the ITC has undergone many ups and downs in its business as well as managerial practices. Thus, it seems to be a case worth studying for any good manager or researcher.

It is the story of Scissors cigarette, the breadwinner brand of ITC, a doyen of Indian industry and the leader in cigarette. It is the story of ITC’s struggle, with its breadwinner brand facing near extinction on account of competition. It is the story of how the company handled its dilemma—to revive the brand of exit—to how it opted in favour of reviving the brand and how it succeeded in its mission.

The ITC Scissors case is essentially a story of effective product management. From 1921 to date. Scissors had a long product life. It has seen many ups and downs and suffered some of the worst set-backs; but everytime, it has risen to new peaks of excellence and growth. In view of this unique phenomenon, the Scissors case represents one of the best examples of effective PLC management. The case vividly portrays how the company evolved a superb product market strategy, how it handled the inescapable product decline with care and caution, how it retrieved the product to normalcy and prolonged almost limitless its mature and profitable life.

ITC has its head quarter at Virginia House, 37 Chowringhee Road, Calcutta. Its annual turnover is more than Rs. 6000 crores approximately and market capitalisation is more than Rs. 8,000 crores. It ranks 5th among the giant corporations. The company has network of branches & offices in the country. The Ghaziabad unit of the company is situated at Guldhar (Near Muradnagar) on the main Ghaziabad Meerut highway about 5 km from the heart of the city. It is connected with all important roads and highways. The production dept. of the company is fully air-conditioned because artificial humidification is very necessary for the manufacture of cigarettes. The total strength of the employees in Ghaziabad unit including temporary, casual and contract labour is about 2500.

In the year 1963-64, M/s NARHARI & CHAUDHARY CO. LTD., a leading Tobacco-Exporter of Guntur (A.P.) purchased the present premises of the company which was owned by a soap manufacturer. RAM INDUSTRIAL CORPORATION which is adjacent to the factory.

M/s NARHARI & CHAUDHARY CO. LTD. (known as NCC) was a leading Raw Tobacco Exporter to Czechoslovakia. One of the partners of the NCC had a Czech wife, who was related to the top official of SKODA. Taking advantage of the relationship, NCC anaged to procure cigarette making machinery along with packing machines from SKODA on BARTER SYSTEM. These machines were installed in the present plot under dilapidated sheds.

In the year 1964-65, NCC made an alliance with another reputed and leading export house “NAV BHARAT ENTERPRISE PVT. LTD. GUNTUR” as NCC did not have adequate finance, technical know-how etc. to produce and market cigarettes. However, with this alliance a new company was formed titled as TOBACCO COMPANY PVT. LTD., having its registered office at Hyderabad (A.P.). Subsequently, ITC employed some technical personnel from the then IMPERIAL TOBACCO COMPANY LTD., Bangalore and this attempts was not successful because of lack of funds. After hanging on fire for months together, they sold M/s ITC to M/s. MARCOPOLO & COMPANY LTD., Mumbai, the oldest tobacconist who had the sole distributorship for M/s GODFREY PHILIPS INDIA LIMITED.

After reconstruction of the buildings, ITC started manufacturing on SKODA machines. The factory ultimately went into commercial production from 1967 against manufacturing charges of the GPI brands. D. MACROPOLO was a limited company and ITC became a limited company after take over. Over a period of time even D. MACROPOLO merged with GPI and ITC became a subsidiary of GPI. Since then there has been a continuous technological up-gradation in the factory which started increasing the filter cigarette production gradually and also started wrapping the cigarette packs. Also new generation tobacco cutting machines were installed to improve the quality.

In 1970 the IMPERIAL TOBACCO COMPANY of India changed its name to INTERNATIONAL TOBACCO COMPANY LTD. This holds a new program of diversification, which was aligned to national priorities and the phased disinvestment in foreign equity.

**FINDINGS**

**HRD IN I.T.C.**

In ITC, HRD is an approach to the systematic expansion of people’s work related abilities, focused on the attainment of both organizational and personal goals. The focus is on people, who are perceived as possessing skills, potential and who have ability to grow, change and develop. While the accent is on increasing talent and abilities, HRD in ITC works towards development of people in their organisational setting. The effort are balanced between the organisation’s need the individual development although this ideal is obviously difficult to achieve, but every attempt in being made to get as near to it as possible.

While the diversity of circumstances of individual public enterprises would dictate circumstances of training of individual manager in variety of ways, the essential pattern are applicable in appropriate forms to all public enterprises, what ever their size. Hence this study of ITC also provides positive direction and guidance to other in the area of Human Resource Development.
To sum up the findings of the data collected and analysed, the researcher proceeds on the basis of conclusion, as revealed by the study, that both the management and executives recognize the importance and need of HRD in ITC and company is taking due interest and care to this effect.

EXECUTIVE DEVELOPMENT POLICIES

ITC has clear policy objectives to ensure continuous development of competent management personnel and make best use of both the human and material resources of the business. The training and development policy provides opportunities of advancement and growth to the executives and of promotion from within. It also provide of time both on the job and off the job. Majority of the executives in the middle cadre have been exposed to training and development programmes.

PERFORMANCE APPRAISAL

ITC has a formal performance appraisal and counselling skills system. The target setting programme coupled with the performance appraisal and counseling programme provide formal processes to ensure manager/employee contact for development and counselling, away from the hustle and bustle of daily activities.

An important feature is the self appraisal and counselling programme. ITC believes that employee are responsible and trustworthy enough to be able to review their own performance in a matured and balanced manner and they have, faith in this.

The basic objectives of the Performance Appraisal System in ITC are:

• Assessment of Performance and Review.
• Individual Training and Development need identification.
• Feedback and Follow-up of development.
• Determine career growth.
• Influence job rotation.
• Extension or termination of contract/promotion.
• Granting incentives and rewards.

Appreciation / foreign deputation.

The scheme is part of the overall Performance Review System that periodically reviews group/product wise performance and achievement to targets against what is outlined in the Annual Performance Plan.

SUGGESTIONS

1. According to the need of time some innovative HRD practices should be induced and implemented to minimise the ratio with reference for obtaining fair treatment with current appraisal system because the ratio is as follows:-
   - Senior Management – 85 %
   - Middle Management – 90%
   - Lower Management – 90%

2. The Chief executive should be fully committed to the goals of HRD in the organisation the ratio with reference for obtaining the fair treatment is very less
   - Senior Management = 20%
   - Middle Management = 23%
   - Lower Management = 8%

3. The functional knowledge relevant to the role in the organisation is must as the ratio is quite remarkable
   - Senior Management = 15%
   - Middle Management = 26%
   - Lower Management = 18%

4. The training is meant for improving the faculties of mind, working and generating new ideas, but the 100% this attitude is not found in this respect.
   - Senior Management = 10%
   - Middle Management = 16.6667%
   - Lower Management = 4%

5. There is a visible impact of executive development programme in back bone situation in terms of improved knowledge skills and attitudes of the individuals
   - Sr. Management = 95%
   - Middle Management = 93.333%
   - Lower Management = 86%

6. The company should send their employees for workshop and Training programme on role analysis as the ratio is not up to mark.
   - Senior Management = 5%
   - Middle Management = 40%
   - Lower Management = 6%

7. The fair dealing of boss & supervision have ever since derestricted & hurt the feeling of skilled by 6% and unskilled by% the organisation should check this out (on Company pay role). 3% of skilled & 9% of unskilled (outsourc).

8. The 14.666% of skilled workers and 24% of unskilled workers pay role are not satisfied with the present salary 3.75% or skilled & 4.333% of unskilled (out sourc) are not satisfied hence some this should be done in this respect

9. 16.666% of skilled worker & 24% of unskilled (company pay role), 7% skilled & 9% unskilled (out sourc) workers feel that they can improve their technical & managerial abilities if chances are given to them. Thus company should manifest such type of abilities from time to time.

10. The 6.25% of skilled workers & 7.333% of unskilled workers (out Source) feel that work load is not distributed equally. Hence techniques should be applied for equal distribution of work. The company should send their employees for workshop and Training programme on role analysis as the ratio is not up to mark.
CONCLUSION

The survey indicated that the integrated approach has brought about a radical change in the overall performance of the skilled and unskilled workers. The changes are visible particularly with reference to the following aspects:

• Clarity of role and responsibility at various levels.
• The interpersonal relations and job relation have improved significantly.
• The motivation level and morale have gone up considerably.
• The programme has helped the participants to introspect and modify their behaviour.
• Improved communication approach at various levels.

It has also been observed that these training programmes and workshop have not only improved the overall climate and culture of the organization, but have also generated better quality of life and satisfaction amongst the particularly amongst the supervisors and workers in their personal lives. Periodically the management development inputs are being given to staff to ensure that the cohesive team can achieve results. Staff members are also sent on external technical programmes to update their knowledge on the state-of-the-art in the field of electronics, telecom and management and are given the opportunity to go on foreign deputation to get an exposure in advance technologies and new areas of interest. Also as part of development input good articles on technical/management areas are circulated to everybody.

To sum up, these programmes have become greatly instrumental in generating a swing for the creating of Learning Organisation. In order that these programme may be able to produce the maximum desired results, it is necessary that these programme are taken to a logical conclusion by covering the entire organisation, including the top management. Steps to achieve these objectives have also been started by ITC.

There is a very positive response to training in ITC. Even some initially viewed training with skepticism, today see it as useful. In ITC, the contribution of the training function makes related to the processes of self-renewal, personal growth, appraisal and counseling, team building and target setting. In ITC, identifying, nurturing and development appropriate leadership values and styles are critical when building a collective ethos. Strategically, over the next year or two, the training function is poised to play a vital in building value leader within the organisation.

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