

<b>TABLE OF CONTENT</b>	<b>1</b>
<b>CHAPTER 1</b>	<b>3</b>
1.1 Industrial Profile	3
<b>CHAPTER 2</b>	<b>7</b>
2.1 Company Profile	7
<b>CHAPTER 3</b>	<b>8</b>
3.1 Introduction of the study	8
<b>CHAPTER 4</b>	<b>12</b>
4.1 Departmental Chart	12
4.2 Appraisals Methods	17
4.3 Objectives of Performance Appraisal	21
4.4 Origin of Performance Appraisal	21
<b>CHAPTER 5</b>	<b>24</b>
5.1 Title of the Project	24
5.2 Settlement of the Problem	24
5.3 Scope of the study	24
5.4 Objectives of the study	24
5.5 Performance Management System in Malprabha Sugars	24
<b>CHAPTER 6</b>	<b>26</b>
6.1 Research Design	26
6.2 Sources of Data collection	26
<b>CHAPTER 7</b>	<b>28</b>
7.1 Problem Solving	28
<b>CHAPTER 8</b>	<b>44</b>

# SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

M K HUBALLI

8.1 SWOT Analysis	44
<b>CHAPTER 9</b>	<b>46</b>
9.1 Findings	46
9.2 Suggestions	47
9.3 Conclusion	48
<b>CHAPTER 10</b>	<b>52</b>
Bibliography	52

## **Chapter 1**

### **1.1: INDUSTRY PROFILE**

#### **The Historical background of the India Sugar Industry:**

The sugar industry is extremely pleased to be an industry, which propagates the flavor of sweet flavor to the humanity .The reputation of source of this industry is as old as historical past of primary himself. Sugar is usually made from sugarcane. In India, sugar is mainly from sugarcane. India had presented sugarcane all over the entire world and is the top nation in the making sugar from sugarcane. SaintVishmitra'is known as the research individual of the sugarcane in spiritual fictional works.

We can discover the example of sugarcane in Vedic fictional works also as well as sugarcane. We can also discover the referrals of sugar and the sugarcane in patanjali's Mahabashya and the agreement on the sentence structure of 'Panini'. Historical visitor 'Niyarchus' and China visitor 'Tai-Sung' have described in their travelogue that individuals of India used to know the technique of creating sugar and juice from sugarcane the excellent Emperor Alexander also taken sugarcane with him while going back to his nation.

Thus from different traditional sources and from some 'Puranas' we can determined that technique of creating sugar from sugarcane was known to the individuals of Bihar.

The traditional facts of sugar industry booming in ancient India tangible and this has assisted to build up and flourish the co-operative sugar activity in India.

Hence it is necessary to evaluate the development of the co-operative Sugar action from it does begin to 2004.

Indian is the greatest customer & second greatest manufacturer of Sugar in the world. The Indian Sugar industry second large agro industry Situated in the non-urban India.

The Indian Sugar has earnings of Rs.500 billion money dollars annually & it leads to almost Rs.22.5 billion money dollars to the main & state exchequer as tax, & excise responsibility

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

annually. It is the second greatest agro-processing industry in the country after pure cotton materials.

With 453 working Sugar industry in different part of country. Indian Sugar industry has been focus for a socio-economic development in the non-urban areas. About 50 thousand sugarcane village owners and many of agriculture labors are concerned in sugarcane agriculture and additional actions, making up 7.5% of the non-urban inhabitants.

The Sugar industry in the country uses only sugarcane as feedback hence Sugar companies have existed in large sugarcane growing states like Uttar Pradesh, Maharashtra, Karnataka, Gujarat, and Tamil Nadu & Andhra Pradesh. In the season 2005-06 these six states provided more than 85% of finish Sugar production in the country Uttar Pradesh, Maharashtra & Karnataka together play a role more than 65% of finish production.

The sugar industry is proud to be a industry, which propagates the taste of sweetness to the mankind. A record of origin of this industry is as old as the record of man himself.

Sugar is generally made from sugarcane and beet. In India, sugar is mainly produced from sugarcane.

India has introduced sugarcane all over the world and is a leading nation in the creating sugar from sugarcane. 'Saint Vishmitra' is known as the research individual of the sugarcane in religious fictional works.

We can discover the example of sugarcane in Vedic fictional works also as well as sugarcane. We can also discover the referrals of sugar and the sugarcane in the Patanjali's Mahabashya and the agreement on the sentence structure of 'Panini'. Historical visitor 'Inarches' and Chinese visitor 'Tai-sung' have described in their travelogue that individuals of India used to know the technique of creating sugar and juice from sugarcane the excellent Emperor Alexander also taken sugarcane with him while going back to his nation.

Thus from different traditional sources and from some 'Parana's it can be determined that technique of creating sugar from sugarcane was known to the individuals of Bihar. The traditional facts of sugar industry booming in ancient India tangible and this have assisted to build up and flourish the co-operative sugar activity from it does begin to 2004.

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

**M K HUBALLI**

## **1.2: National Scenario of Sugar Industry**

“India sugar generators have made an financial commitment of \$2500 thousand during the last two years only , which is no longer restricted to sugar but also contains the cogenerated energy and ethanol industry as well,”.

“India leads to about 12% of globe sugar manufacturing and has yearly sugar manufacturing potential of 23 thousand shades with a complete financial commitment of \$11000 thousand.”

Sugar industry has a potential to produce about 6000 mw of energy .Already 50 Models have a set up potential to cogenerate around 900mw excess energy and a potential of 1000 mw in the process of being set up by 50 sugars Industry”.

By 2009-10 the complete excess energy produced by sugar industry and provided to the lines globe combination 2250 mw. As regards ethanol, sugar industry has a potential of generating about 1300 thousand liters and the government plans to increase ethanol doping to 10% from July 2007, Thereby improving yearly demand to 1100 Million liters.

India has now as Many as 453 operating sugar industries with a normal potential of 3500 TCD as against 299 operating sugar industries with a normal potential of 1650 TCD in 1980, vegetation being set up and potential development being performed now are for much higher potential, ranging between 7500 to 10000 TCD similar with the common capabilities of Sugar vegetation in major sugarcane and sugar generating nations.

## **INDIAN SUGAR INDUSTRY**

Indian is the second greatest sugarcane manufacturer in the world the generating around 300 million a lot of sugarcane per year of about 60% keep is utilized for the Sugar manufacturing.30% is absorbed for creating changes sweetening like expert & Khan Sari and balance 10% is used for plant seeds purposes.

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

Therefore around 350 million lot sugarcane is available to the Sugar industry, to produce 24.5 million a lot Sugar. The internal Sugar consumption is estimated to be about 25 million a lot. The Sugar industry have been carrying large Sugar stock for the past several years, thus adversely affecting its economy.

The extension of Sugar keep juice from the Sugar keep position and following domestication of the best set up unique south East Asia years ago (a firm date is unknown)

The advancement of manufacture of keep Sugar granules from the sugarcane juice in Indian title over two million years ago, followed by improvements in improving the crystal granules in Indian in the early many years AD.

Multiplication of agriculture and manufacture of keep Sugar to the ancient Islamic world together with some up going up the manufacturing method.

Multiplication of agriculture and manufacture of keep Sugar to the west indies and unique parts of the nation's beginning in the 16th century, followed by more intense up going up the of manufacturing in the 17th through 19th many years in that set up the world.

Indian is currently the greatest of keep Sugar in the world accounting world 10% of world manufacturing. Sugar is a growing industry with the area, generate and recovery of Sugar improving over the years though there are cyclic modifications from year to year. The Sugar turbines until recently most Sugar turbines and incinerate Sugar keep waste instead of improving electricity generation.

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

**M K HUBALLI**

## **Chapter 2**

### **2.1: COMPANY PROFILE**

- 1) Name of the Company : Shree MalaprabhaSahakariSakkareKarkhane  
NiyamitM.K.Hubli
- 2) Short Name : Rani Sugars
- 3) Address : M.K.HubliDist: Belagavi.
- 4) Registered No : 1900/RCS/1961/ Date: 13/03/1961
- 5 Date of the Establishment : 1961
- 6) Operation : Crushing of Sugar Cane
- 7) Construction : Co-operative
- 8) Total Employees : 839
- 9) Capital Investment : 3,200 (Rs. in Crores)
- 10) Land : 138 Acers
- 11) Product Type : Sugar, Spirit, Distillery and Ethanol

## **Chapter 3**

### **3.1 INTRODUCTION OF THE STUDY**

Performance assessment is the methodical assessment of personal with regards to his/her performance on the job and his/ her prospective for growth.

Performance assessment is the methodical information of employee's job appropriate durability and listlessness. This is because to find out how well the employee's has been doing his job and set up applications of enhancement. Performance assessment is organized consistently according to a particular strategy. Performance assessment is not job assessment. Performance assessment affiliates to how well someone is doing the allocated job. Job assessment selects how much a job is definitely worth to the business and therefore. What variety of pay should be sent to the job?

Once the employee has been chosen, qualified and inspired, he is examined for his performance. Performance assessment is very important in escapable managing activity for enhancing company performance. It manages and growth choices and motivating employees.

A Performance of a job in regards to its specifications "observes" it is the procedure for assessment the performance of certification of the employee in team of the needs the job to which he is applied for the objective for management such as positioning, choice for exclusive offers, offering finance benefits and substitute activities which need differential treatment among connections of an company as recognized from activity impacting all affiliates in the same way.

Initially the assessment program was began for the objective for making management choices associated with exclusive offers dealings and salary quantities, however over the years the performance assessment program are being upon to assist a number of objective.

- Administrative purpose
- Motivation purpose
- Development purpose
- Performance improvement



# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

### **Definition:**

Performance evaluation is the process of evaluation the performance and documentation of the staff in term of the control such as for Industry, providing benefits and other placement, option action actions which need differential research among contacts of an organization as identified from actions affecting all affiliates in the same way.

### **H R FUCTIONS**

Individual sources control is an important part for any organization. Moreover, development of this department is the first step, the ground on which the future of the organization relies upon. It is necessary for every single company unit and especially for such worldwide organization it is people, not technology who create the organization. Individual sources control at sugar industry has advantages. It is the international organization and it is impossible to develop certain recommendations or techniques appropriate in all parts of the organization, public and governmental variations need to be taken into account. Therefore, the focus of this paper will be on four task and obligations of human source control based on the techniques.

Usually the HRM methods are necessary for every company. But unfortunately in Pakistan not so much used HRM methods. In globally organizations have their own personal division of HRM.

Every company has its own applications and methods which they management the features of their sections. In the same way, we also have own suggestions and methods which we management all the features of our sections. HR division is also performing all the methods of HRM like job analysis and style of work. Profession and choice, Training and development, Performance assessments. Agreement, Employee relation. Workers well-being and health care suggestions and some other things like that. These all methods are performed by own suggestions and methods. HR division not makes choices appropriate of its own division they also execute in company's choice.

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

### **EMPLOYEES RELTIONSHIP:**

Staff is most essential resources of every company so it is extremely essential to give them significance. The satisfaction of employees creates the company effective. This is because if employees of the company are satisfied then they will do their best for the use of the company but if they are not enthusiastic about the company's suggestions and they are not given their privileges then they will keep the company which turns into big loss. so employees connection is extremely necessary for every company.

Every company has its own strategy. We have got our strategy by which we give significance to our employees if any workers actions some type of issue appropriate to his life or execute then he can straight go to the manger and he can discuss all of his issues.

### **COMPANSATION AND BENEFITS**

Objective of money is our structure purpose is to improve performance of workers and express an email to workers that industry is trustworthy with workers.

HR department manage says that workers are our sources. There for we are careful about their health and advantages. We give following settlement and advantages.

- Basic salary
- Bonus
- Medical facility
- Pick and drop
- Gratuity fund Public security
- Social security

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

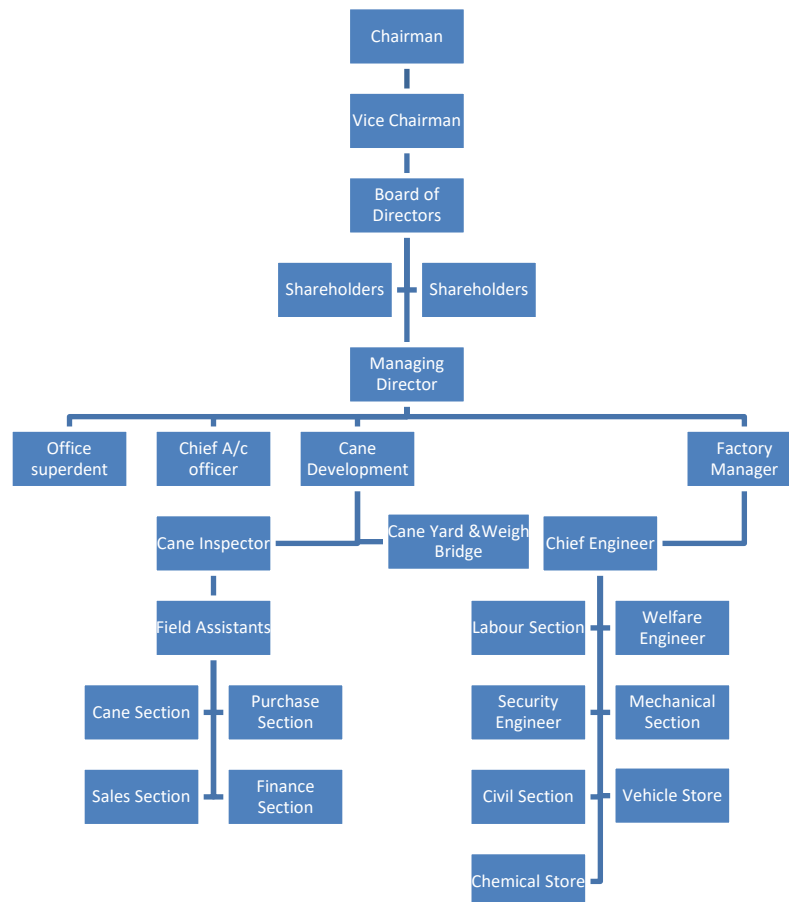
We get gains advantage from our workers because they are happy from organization. Our workers our workers are fulfill from our settlement and in the sugar industry that well relationship between workers and organization.

# SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

M K HUBALLI

## Chapter 4

### 4.1: DEPARTMENTAL CHART



# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

### **STAFF**

It is the process of obtaining recruiting for the organization and guaranteeing that they have the potential to promote the accomplishment of organization's objectives. Brownish and Moberly determine employment as "The choice positioning training and growth and growth of properly certified employees".

This means that it provides two essentially different procedures Choosing people for specific organization in them the abilities and abilities that they would need to be effective in those and following task.

The organization is employing the workers only when there is a opening. MD official will be given the authorization for employment. The new workers will be made to work with present workers for a brief period of one year and workers who match the organization need will be chosen and placed. The organization considers that, its success is mostly due to the effective participation of its workers and employees, who are among the most inspired and skilled in the organization.

### **TIME OFFICE SECTION**

This is another area under management division. This area work for 24 times in a day which is separated in to 3 changes is of 8 times. This area preserves the presence of the workers based on complete presence for the period. The wage for the specific workers is set. It reveals each and every thing related to staff such as the division in which he is working and his presence in that division, his wage information etc.

This division also accountable for the outfit neatness and time of coming and going of staff.

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

### **TIME SHIFTS**

- a) 1<sup>st</sup> Shift                      4.00 AM to 12.00 PM
  
- b) 2<sup>nd</sup> Shift                      12.00 PM to 8.00 PM
  
- c) 3<sup>rd</sup> Shift                      8.00 PM to 4.00 AM
  
- d) General Shift                10:30 AM to 5.00 PM

### **PERFORMANCE MANAGEMENT SYSTEM**

Performance Management relates in handling all the business procedure that impacts how well workers perform. The Performance Management procedure may thus include success stories. Employee selection and placement. Performance evaluation. Settlement coaching and growth and career control –in simple terms all those parts of the HR procedure that affect how worker works. Once company relabeled the operate accountable for evaluation, compensation, coaching and control growth to “Performance control and rewards” it did so to reflect the firm’s new focus on performance control. “We were too nice in our desire not to hurt people’s feelings. Our pressured revenues were less than 1.5% and we had too few situations of individuals getting an MP-a minor performer position. We were terrific at handling at handling mediocrity. We needed to handle and compensate quality.

Performance Management thinking should produce a performance management-oriented system. With this system control designs all the firm’s HR functions from job style to hiring. Selecting and then analyzing workers with the particular aim of enhancing worker performance comparative to the company’s overall goals. Performance Management starts in a sense at the

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

end and performs returning to the beginning top control says, what is our strategy and what are our performance goals? And then, what does this mean for how hire and make up workers and for the standards and tools and procedure we use to determine them? Performance Management can be especially valuable when the staff member is far away. Since the company's goals can serve as the adhesive that keeps far-flung units operating in symphony.

### **PERFORMANCE MANAGEMENT INVOLVES:**

- Identifying the factors of performance and setting them very clearly.
- Setting performance requirements.
- Planning in participative ways where appropriate, performance of all elements.
- Identifying abilities and organization holes that contribute/hinder to the performance stage
- Planning performance growth actions.
- Creating ownership
- Recognizing and promoting performance culture.

### **DEVELOPMENT OF THE EMPLOYEES REQUIRES CERTAIN CONDITIONS LIKE:**

- The worker should be aware of the abilities he or she needs to develop.
- The worker should recognize that obtaining new abilities help in satisfying his/her emotional need
- The worker should have the means to evaluate his/her own amount of growth.
- The worker should appreciate the procedure itself.
- The worker should understand opportunities for obtaining such abilities.

### **MEANING OF PERFORMANCE APPRAISAL**

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

It is a technique for analyzing of workers in the perform spot, normally including both the qualitative and aspects of job performance.

### **USE OF PERFORMANCE APPRAISAL**

- The use of performance evaluation is that it enables the control to create efficient choice and / or modify their earlier choice about the issues in HRM.
- It enables you to look at the current plans, information system, job analysis, external and internal environmental aspects impacting worker performance like-relations with managers, operating conditions, individual issues of the staff member like family members, financial and medical concerns.
- It allows the staff member to increase his performance and for his self-development.
- It improves superior-subordinate interaction through close interaction and proper knowing

### **THE SUPERVISOR'S ROLE**

Appraising performance is a different and an essential supervisory expertise, the supervisory expertise;the supervisor-not HR-usually does the real analyzing. And a administrator who rates his or her workers too much or too low is doing a detriment to them, to the organization, and to him-or herself, managers must be familiar with basic evaluation techniques, comprehend and avoid problem that can impact evaluations and know how to conduct fairly.

The HR department provides a policy-making and advisory role. In one study. About 80% of the firms replying said the HR department provides tips and assistance regarding the evaluation device to use. But leaves ultimate choice on employees.

Techniques to operating department heads. In the rest of the company, HR makes detailed types and techniques and demands that all divisions use them. HR is also accountable for coaching managers to increase their abilities. Finally. HR is mainly accountable for tracking the evaluation system and particularly to ensure that that the format and requirements being calculated conform



# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

to EEO laws and aren't obsolete. In one study 50 percent the workers were in the procedure for changing their evaluation programs. While others were performing reviews to see how well their system operating.

### **STEPS IN APPRAISING PERFORMANCE**

The performance evaluation procedure contains three steps: determine the job, determine performance, and provide reviews, interpreting the job indicates creating sure that you and your subordinate agree on his or her responsibilities and job requirements. Appraising performance indicates evaluating the subordinate's real performance to the standards that have been set: this usually involves some type of position type Third, performance evaluation usually requires once or more reviews classes.

When evaluations don't succeed, they do so for reasons that similar these three actions –defining the job, analyzing performance and offering reviews. Some don't succeed because employees don't known in advance exactly what you expect in phrase of proper performance. Others don't succeed because of issues with the types or techniques used to actually determine the performance a easygoing administrator might take as great for instance. Subordinates who are actually poor. Other issues, like disagreeing and inadequate interaction, challenge the interview-feedback period

### **4.2 APPRAISALS METHODS**

Performance evaluations technique has been mainly classified into conventional and contemporary techniques. The conventional techniques focuses on the position of individuals character functions such reliability, reliability, intellect, verdict and management positional planning capability etc. on the other hand, contemporary techniques play more focus on evaluation of perform results job success than on character functions.

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

### **TRADITIONAL METHODS:**

These techniques were mainly used in the start of the era when the workers were analyzed. It had many pores and drawbacks by itself. It has been split in some of the following sub-groups

- Straight Ranking Method

This is one of the earliest and the simplest technique where the staff member and his performance are considered as enterprise by the consumer. The whole man is in comparison with whole man that is position the staff member is done in a perform team against that of another. The comparative position of each worker is analyzed in terms of his mathematical rank. The worker are actually tested in the order of benefit and placed in a simple collection.

- Grading Method

Under this approach the consumer views certain functions and marks them according to a range. Systematic capability functions are selected like reliability, co-operation, verdict, job information, planning capability, self-expression management, etc they may be 'A'- excellent 'B'- Excellent 'C'- Average, 'D'- Fair, 'E'- inadequate. The real performance of a worker is than in comparison with these rating explanations and he/she is allocated the features which explains his/her performance best.

- Graphic or straight line Scale Method

It is one of the most common evaluation device used nowadays, a enjoying is used for each amount. These aspects are workers functions and his participation in perform. Co-operation, reliability, effort, attitude, commitment and decisiveness are the functions which are looked upon and participation contains the quantity and quality of perform, responsibility believed, particular goals achieved etc. This technique permits a mathematical tabulation of ratings; these ratings indicate the worth of every individual.

- Group evaluation methods:

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

Under this approach the staff member are ranked by an evaluation team composed of their managers and three or four other managers who know about the performance of the staff member. The team talks about the conventional of performance for a job and the real performance of the job holder. The cause of particular degree of performance and offers recommendation for future improvements.

- **Forced distribution Method:**

Under this it is believed that it is possible and suitable to amount only two aspects, viz. Job performance and talent. For this reason a five factor performance range is used without any illustrative declaration. Workers are placed between two extreme conditions of proper and bad job performance .This force distributed in the five features. In addition to job performance. Employees are ranked for promotion capability a three factor range is often used for this objective.

- **Check List Method:**

Under this approach the consumer does not evaluate workers performance. Help supplies report it and the last position is done by the employees department. A series of query are presented concerning on worker is negative or positive. The value of each query may be calculated equally or certain questions may be calculated intensely than others.

- **Free Article Method:**

Under this approach the administrator makes a totally exempt from, open-ended evaluation of a worker in his Owen terms and puts downs his impression about his worker. The outline is as actual and as concrete as possible. No attempt. Is created to evaluate a worker in a quantitative manner.

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

**M K HUBALLI**

## **MODERN APPRAISAL METHODS:**

Modern types of evaluation have been developed to bring about a balance between the task and the worker's character.

- Management by Objective (MBO):

MOB is potentially a powerful viewpoint of handling and a good way for functional perform the evaluation procedure. It entails success stories the reviews and participation. All this increases the actions. worker are assessed on the reasons for accomplishment of goals. This technique is essentially applied to technological, expert supervisory or executive. Personnel and not to on per hour basis paid workers, because their tasks are usually too restricted.

- Assessment Center Method;

Under this approach, many test candidates evaluate together, the staff member performance in several simulated scenario with the use of variety of requirements. The evaluation is done scenario exercises these evaluation centers generally measure social expertise with aim for supervisory roles. The most important feature of this approach is job related models.

- Behaviorally Attached Rating Scale:

This is done on a job to job foundation and is particular for individual's job. Multiple performance dimensions and unambiguous conventional presentation good or inadequate performance stage on each sizing are identified and the position range is developed. It both time-consuming and expensive.

## **4.3: OBJECTIVES OF PERFORMANCE APPRAISELS**

This scenario current nowadays in most organizations because of lack of know-how of the potential use of performance evaluation by everyone and inappropriate developing to performance evaluation. The evaluation put in organization are designed

- To control worker actions by using it as device for rewards, punitive measures and risks
- To create choices regarding the salary increase and promotions,

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

- To position individuals do the right kind of tasks.
- To identify the coaching and developing need of the staff member
- To help each worker to comprehend more about his role and become clear about his own operate and responsibilities.
- To help in preparing workers for performing advanced stage tasks by consistently strengthening the growth and growth of actions and features needed for advanced stage roles in the organization
- Providing legal defensibility for individual choices
- Improving the overall organization actions.

### **4.4: ORIGINS OF PERFORMANCE APPRAISAL**

There are many references to performance evaluation in America going turn retrace century. The federal municipal provides commission's benefits position system was in set up 1887. Master and Taylor introduced performance evaluation in the 1914. Many companies were dependent John Taylor's 'Scientific Management' efforts of the early Twentieth century and a importance system so as to handle the performance of the workers.

#### **The Performance Appraisal type**

The construction and designs of the proper performance differs organization to another, five components should appear in every performance evaluation type

- Organization Core Competencies:

One of the characteristic of an up-to-date of performance system is that it contains particular abilities that the business desires all of its members to display. Competencies are the outdoor umbrella phrase that is used all of the aspects of performance that co-relate with excellent job performance and are predictive of success in organization life. The phrase abilities include actions, abilities, functions technological information, proficiencies, features and abilities

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

- Job family members Competencies:

Although there may be hundreds of different job within one organization, there are only a small numbers of job family member's members. Eg Managerial/supervisory, sales expert / functional all job family member's members.

- Key Job responsibilities:

The abilities part of evaluation type concentrates on how the persons go about the job-the expertise and proficiencies. The key job obligations part of evaluation type concentrates more especially on what the person expected to do. If the business has well constructed job explanations. These key obligations appear on each person's job information. More regularly the language information is less particular that is useful for performance evaluation purposes. In this case, the administrator and the individual determine what the individual's key obligations are during the performance preparing discussion.

- Project and goals:

These are the individual's actions that are beyond the tasks and particular and responsibilities on job information.

- Major achievements:

Every performance evaluation type should require the administrator to identify the most important success the individuals were accountable for over the course of the year. It is often where the connection is created between the individual's performance and the business mission or vision or principles

How to have an efficient performance control system?

- Active participation of the top stage control.
- Establishing the standards of an ideal system
- Appointing an performance team

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

- Designing the proper performance first
- Building up of principles and care abilities into the proper performance.
- Ensuring ongoing interaction.
- Training all the appraisers.
- Orienting all appraisers.
- Use of the result
- Monitoring and changing this method as and when needed.

Base upon the above requirements the performance control system should be establish. The total control experiences conference classroom-based evaluation exercising manger needed between 50 percent day and sometimes even one full day. Although the potential and content of the coaching vary depending on the structure of the organization

## **CHAPTER 5**

### **RESEARCH METHODOLOGY**

#### **5.1 TITLE OF THE PROJECT**

A Study on performance appraisal of the employees at company at **Shree Malaprabha Sugar co-operation, M K Hubli, Belagavi**

#### **5.2 SETTLEMENT OF THE PROBLEM**

Meaning of the performance is employees are the important role the efficient performance of any organization. The main area of concern is to address this issue of evaluating and managing the performance system in the organization.

#### **5.3 SCOPE THE STUDY**

The scope of survey to the middle level employee and low level employees working in **Shree Malaprabha sugars.**

#### **5.4 OBJECTIVES OF THE STUDY**

- The basic research of the company and its worker
- The main purpose of this research is to understand detailed the significance of workers Performance to an company
- Find the worker fulfillment level of the Performance system
- Findings include the potency of methods and device of Performance evaluation.

#### **5.5: PERFORMANCE MANGEMENT SYSTEM IN MALPRABHA SUGARS**

Performance control system is one of the key elements in any company. It includes handling all elements of the company procedure which impact how well worker perform. The performance procedure may thus include success stories. Worker selection and, evaluation, settlement and developing and career management-in other words all those part of the HR procedure which impact how a worker works.



# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

Here primary is providing is concentrate providing in performance evaluation which performs a key role in mangling the performance of the workers. Helps in inspiration, amounts in wage, promotion etc. The workers receive benefits in terms of bonus annually when company accomplishes its purpose successfully.

## **CHAPTER 6**

### **6.1 RESEARCH DESIGN**

Research design is the specification of the whole procedure as to how the data is collected and analyzing the data necessary to help in identifying a problem. The main objective here is to obtain the accuracy and the expected value of the information associated with each level of accuracy is almost 100% true.

### **6.2: SOURCES OF DATA COLLECTION**

#### **PRIMARY DATA**

The primary data of source of data collected is form is the respondents. Data is collected through questionnaire and personal interview.

#### **SECONDARY DATA;**

The secondary data is collected through company's website and their annual reports.

#### **SITUATIONAL ANALYSIS**

Performance management system is one of the important factors in any organization. It involves managing all elements of the organization process that affect how well employees perform. The performance process may thus encompass goal setting. Worker selection and placement, appraisal, compensation and developing and career management-in other words all those part of the HR process that affect how an employee performs

Here the main focus is giving is focus giving in performance appraisal which plays a key role in mangling the performance of the employees. Helps in motivation, increments in salary, promotion etc. The employees receive rewards in terms of bonus yearly when organization achieves its goal successfully

Research Approach: Survey Method

Research Instrument: questionnaires

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

**M K HUBALLI**

Sample Size: 100

Sampling Method: Frequency distribution

Data analysis: Data is analyzed by Excel

# SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

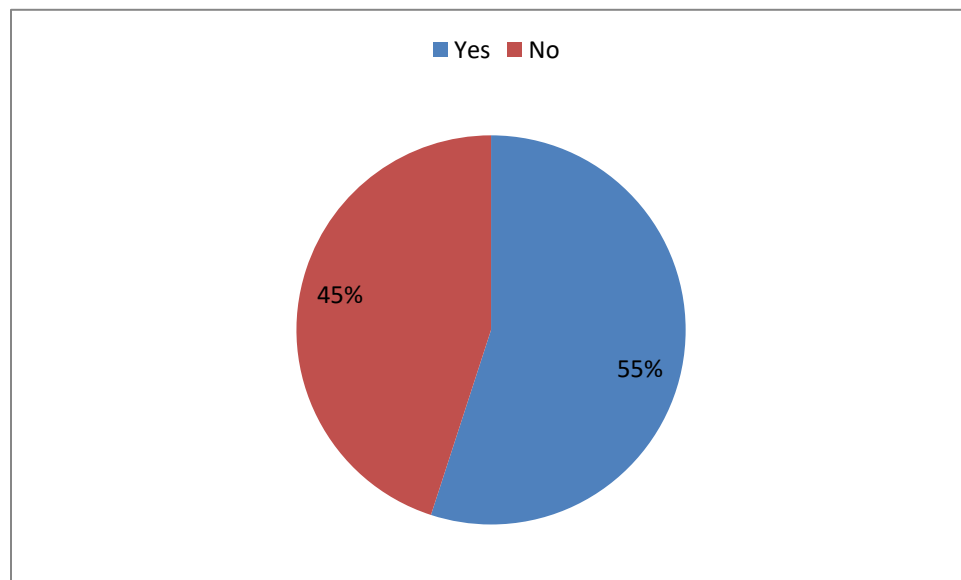
M K HUBALLI

## CHAPTER: 7

### PROBLEM SOLVING

1. Are you satisfied with the existing performance appraisal system?

Valid	percent	Valid percent
Yes	72%	72%
No	28%	28%



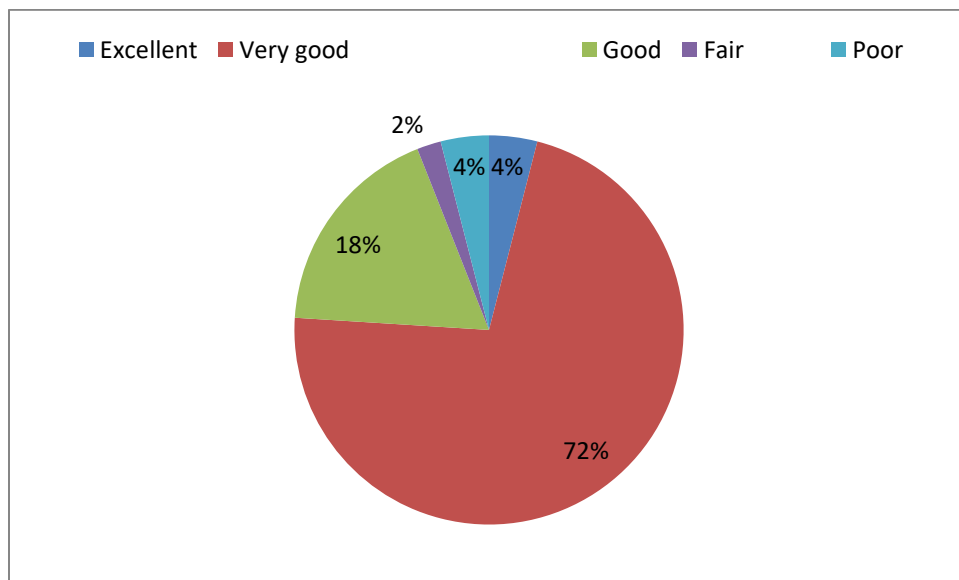
**Interpretation:** from the above chart we can see out of the 100 employees. 72% employees are satisfied with the existing performance appraisal, 28% employees are not satisfied in the organization.

## SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

### M K HUBALLI

2. How do you judge the performance of the organization which is assessed by self, superior or consultant?

Valid	Percent	Valid percent
Excellent	4	4
Very good	72	72
Good	18	18
Fair	2	2
Poor	4	4



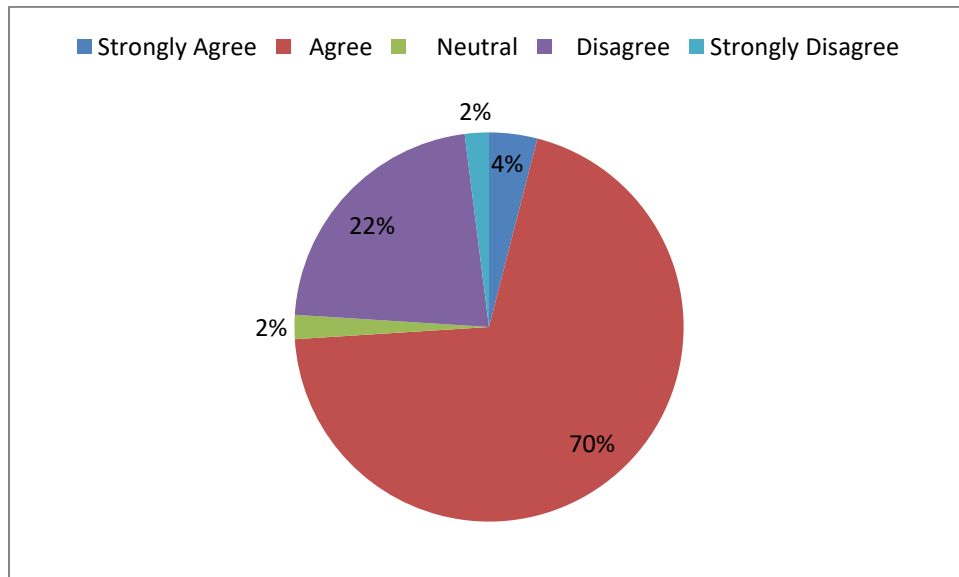
**Interpretation:** 72% of the employees are judged very well regarding the performance assessed by self, supervisor, consultants and 18% employees average 4% employees very excellent and 2% employees fair and also 4% of the employees are rated poor.

# SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

## M K HUBALLI

3. Does performance appraisal helps to win co-operation and team work?

Valid	Percent	Valid percent
Strongly agree	4%	4%
Agree	70	70
Neutral	2%	2%
Disagree	22%	22%
Strongly disagree	2%	2%
Total	100%	100%



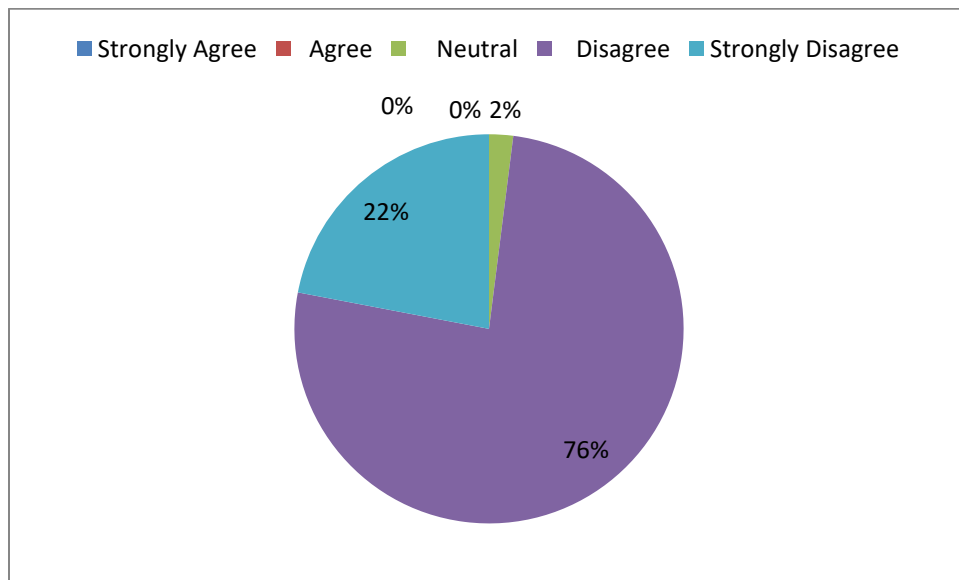
**Interpretation:** 4% of the employees strongly agree about the appraisal helps to win cooperation and 70% of the employees agreed and 2% of the employees neutral, 22% labours are disagreed and 2% strongly disagreed about the appraisal helps to win co-operation and team work.

# SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

## M K HUBALLI

4. Does performance appraisal is helpful in reducing grievance among the employees?

Valid	Percent	Valid percent
Strongly agree	0%	0%
Agree	0%	0%
Neutral	2%	2%
Disagree	76%	76%
Strongly disagree	22%	22%
Total	100%	100%



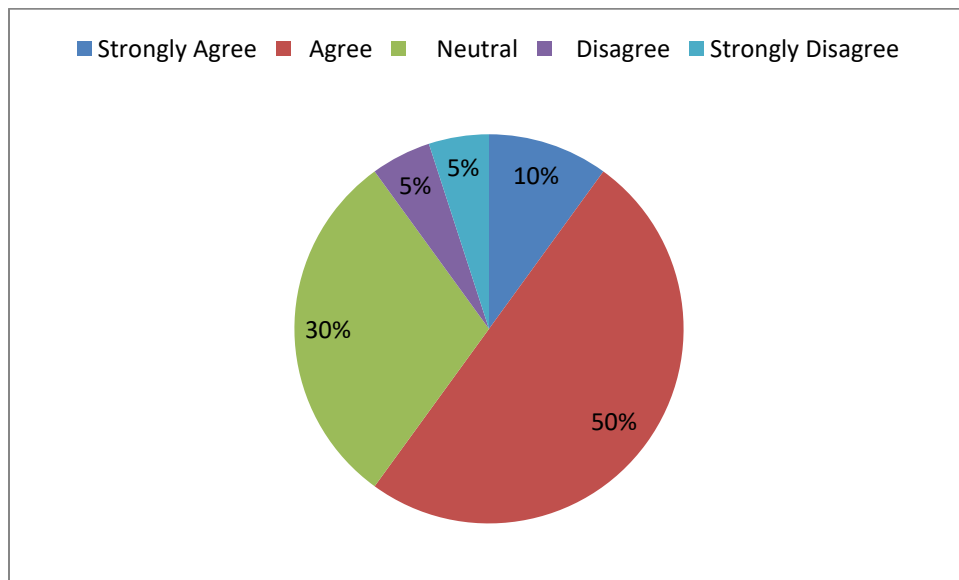
**Interpretation:** The grievances among the employees are also which is also shown in the above diagram. We can see that 76% of the employees disagreed that performance appraisal helps to reduce the grievance and, 22%. Employees strongly disagreed and 2% of the employees are neutral.

# SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

## M K HUBALLI

5. Does performance appraisal is helpful for improving personnel skill?

Valid	Percent	Valid percent
Strongly agree	10%	10%
Agree	50%	50%
Neutral	30%	30%
Disagree	5%	5%
Strongly disagree	5%	5%
Total	100%	100%



**Interpretation:** From the above chart we can see that 10% of the employees strongly agreed and 50% of the employees agreed that performance appraisal is helpful for improving personnel skill and 30% of the employees neutral and 5% of the employees are disagreed and 5% of the employees strongly disagreed.

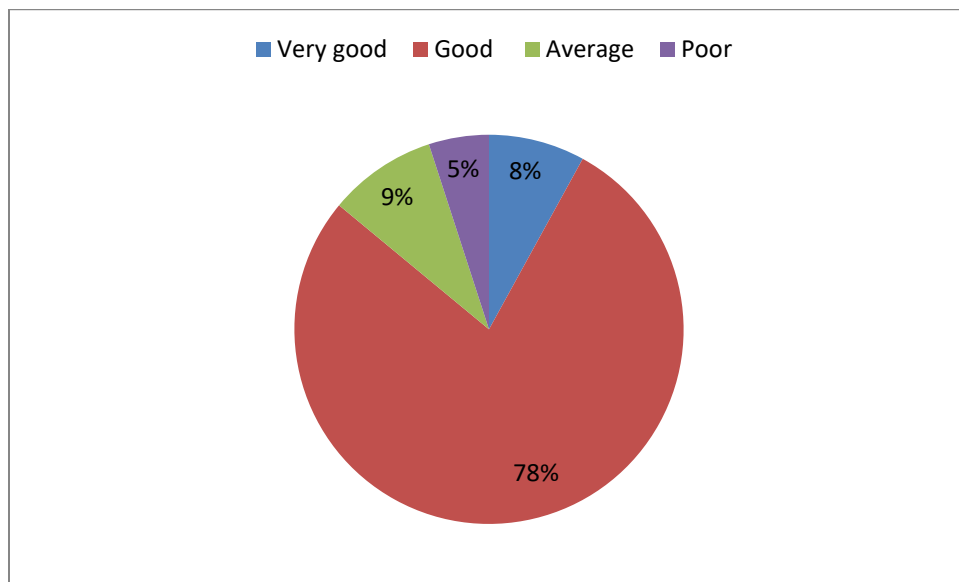


## SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

### M K HUBALLI

6. Does training programmers are effective for individual and organization development?

Valid	Percent	Valid percent
Very good	8%	8%
Good	78%	78%
Average	9%	9%
Poor	5%	5%
Total	100%	100%



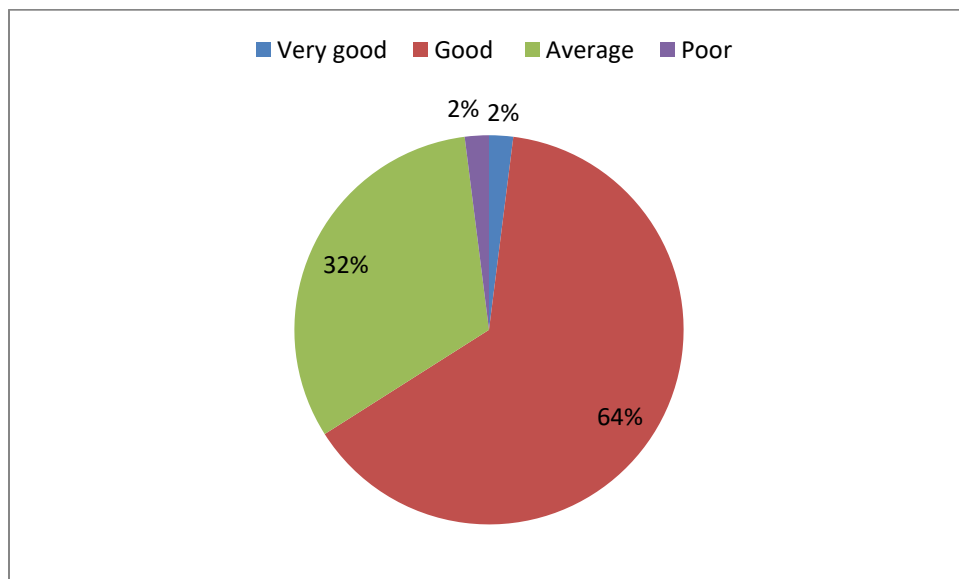
**Interpretation:** The above table shows that 78% of the employees said good about training programmers are effective for individual and organization development, 9% of the employee's average and 8% of the employees very good and poor in the organization.

## SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

### M K HUBALLI

7. How do you rate the transparency of the performance appraisal system of the company?

Valid	Percent	Valid percent
Excellent	2%	2%
Very good	64%	64%
Good	32%	32%
Fair	2%	2%
Total	100%	100%



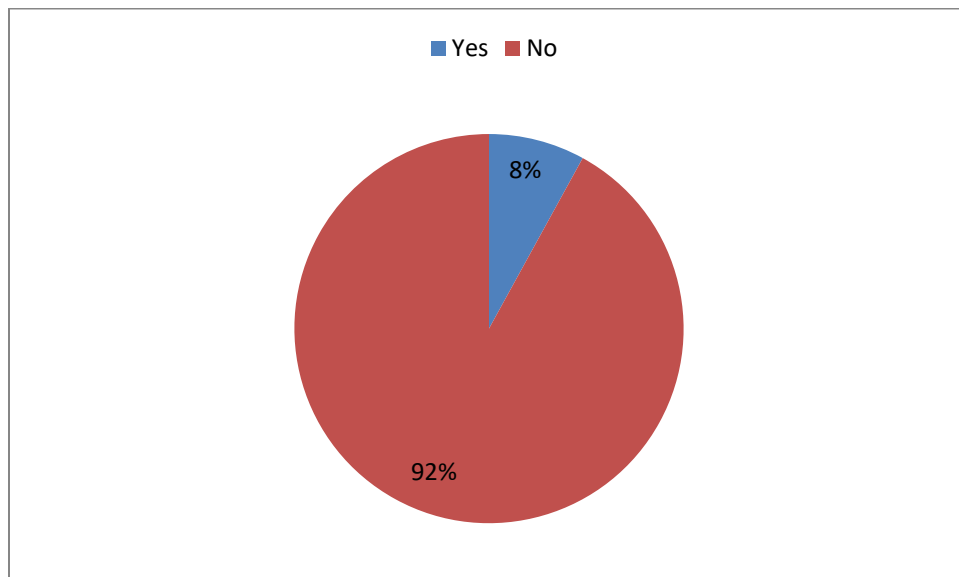
**Interpretation:** The above graph show that 2% of the employees rated excellent and 64% of the employees rated very well in the transparency of the performance appraisal system of the company and 32% of the employees good and 2% of the employees fair in their company.

## SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

### M K HUBALLI

8. Does performance appraisal system helps to identify the strength and weakness of an employee's?

Valid	Percent	Valid percent
Yes	92%	92%
No	8%	8%
Total	100%	100%



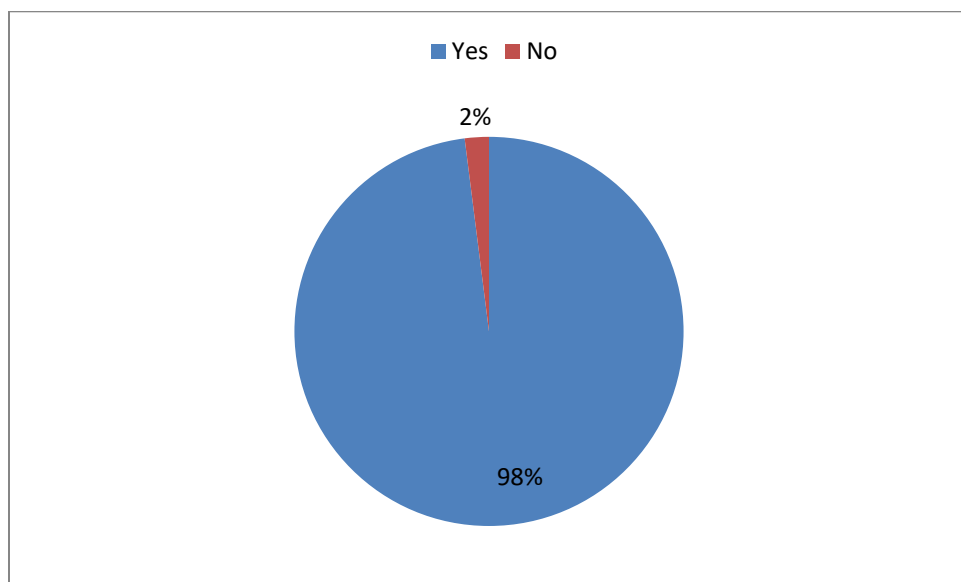
**Interpretation:** The above graph shows that the 92% of the employee agreed that performance appraisal system helps to identify the strength and weakness of an employee and 8% of employees said no.

## SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

### M K HUBALLI

9. Does Performance rating was done periodically?

valid	Percent	Valid percent
Yes	98%	98%
No	2%	2%
Total	100%	100%



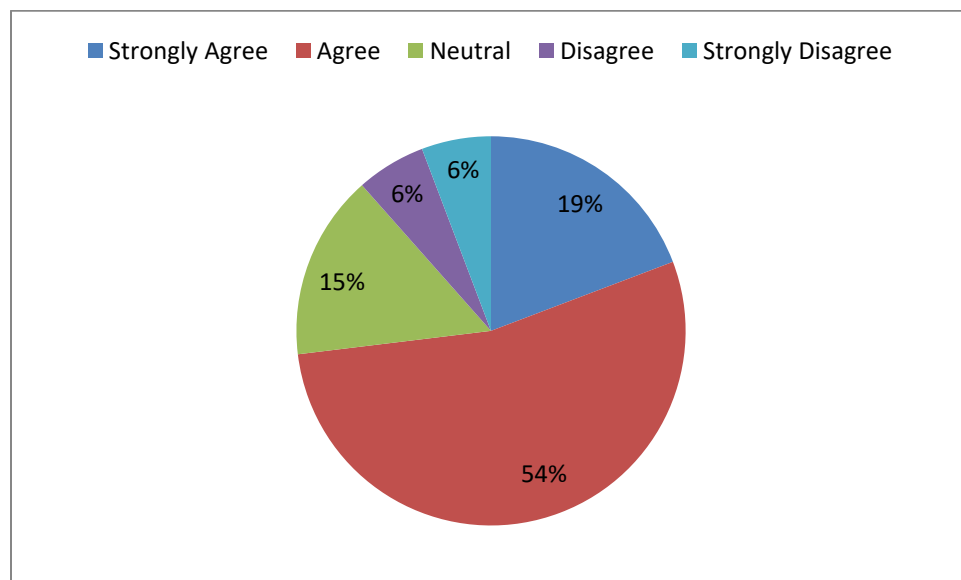
**Interpretation:** The graph shows that 98% of the employees are said yes that performance rating done periodically performance appraisal and 2% of the employee said no.

# SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

## M K HUBALLI

### 10. “Promotion is purely based on performance appraisal”

Valid	Percent	Valid percent
Strongly agree	19%	19%
Agree	54%	54%
Neutral	15%	15%
Disagree	6%	6%
Strongly disagree	6%	6%
Total	100%	100%



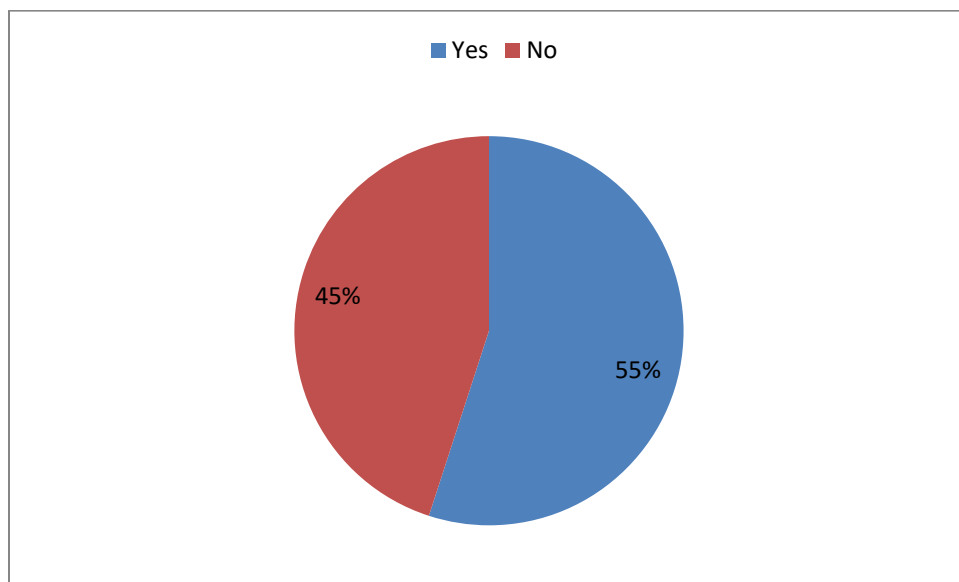
**Interpretation:** The above graph shows that. 54% of the employee agreed that promotion is purely based on performance appraisal and 19% of the employee strongly agreed and 6% of employees disagreed about promotion and 15% of the employees are neutral.

## SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

### M K HUBALLI

**11.** Does desired target of the organization is achieved through the performance appraisal?

valid	percent	Valid percent
Yes	72%	72%
No	28%	28%



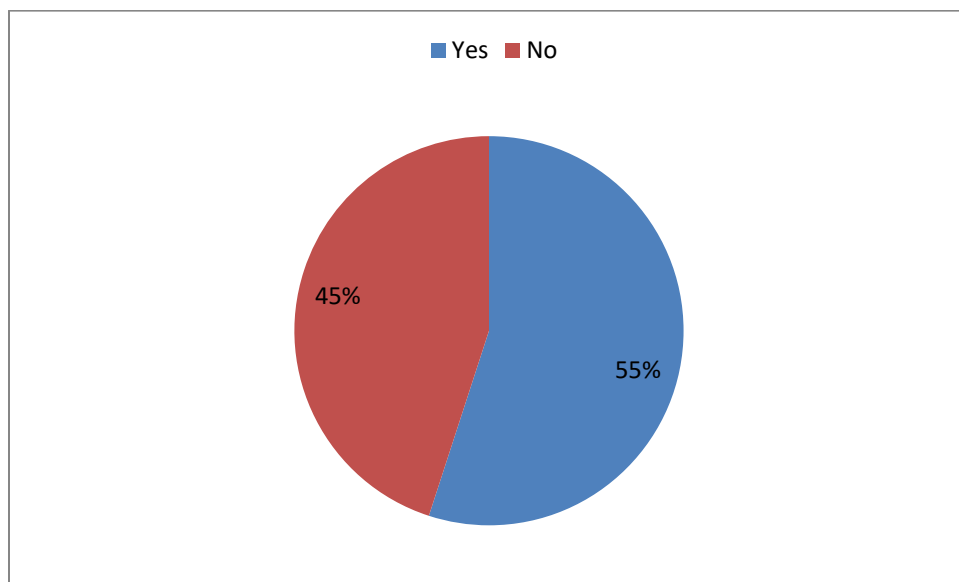
**Interpretation:** The graph shows that 72% of the employees agreed yes in desired target of the organization is achieved through the performance appraisal. 28% says find it difficult.

# SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

## M K HUBALLI

12. Are you satisfied with the growth opportunities of the industry?

valid	percent	Valid percent
Yes	85%	85%
No	15%	15%



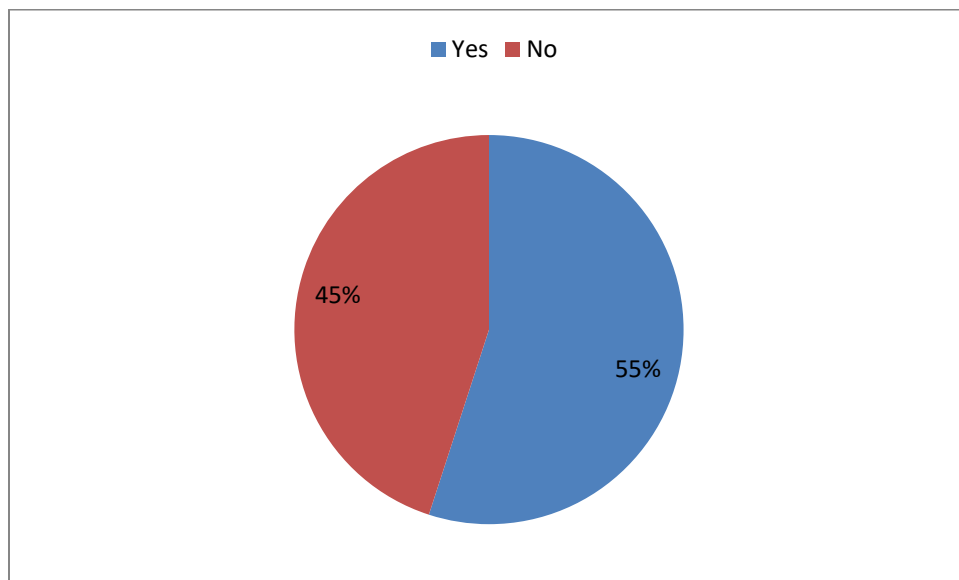
**Interpretation:** The graph shows that 40% employees are satisfied with the opportunities and 34% of the employees are highly satisfied with the growth opportunities of the industry and 26% of the employees are average.

# SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

## M K HUBALLI

13. Does performance rating helps to fix increment?

Valid	Percent	Valid percent
Yes	55%	55%
No	45%	45%



**Interpretation:** The above graph shows that 55% of the employees agreed that performance rating helps to fix increment and 45% of the employees didn't agree.

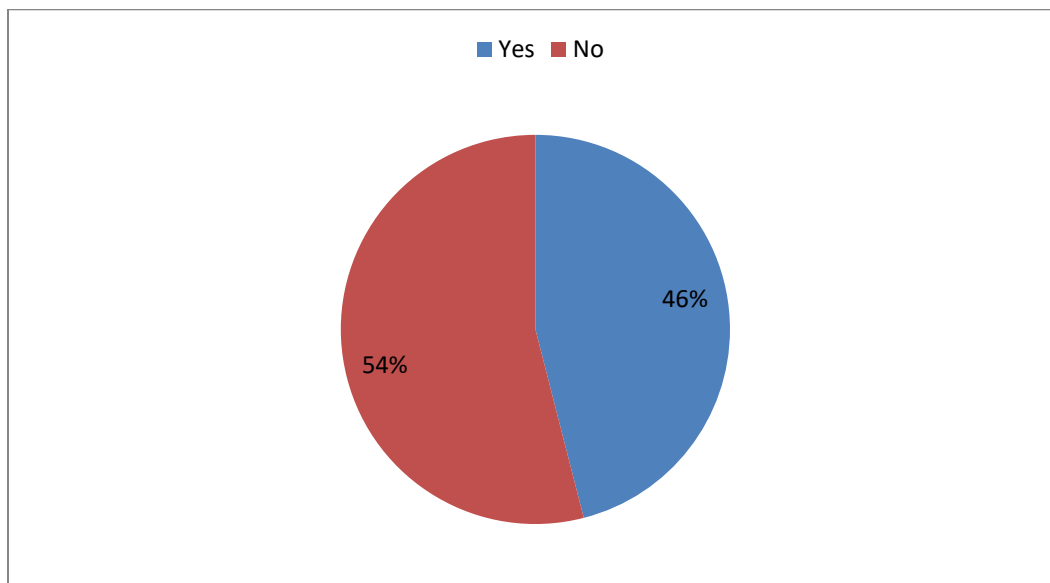


# SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

## M K HUBALLI

14. does your idea or suggestions are accepted by the seniors or colleagues?

Valid	Percent	Valid percent
Yes	46%	46%
No	54%	54%
Total	100%	100%



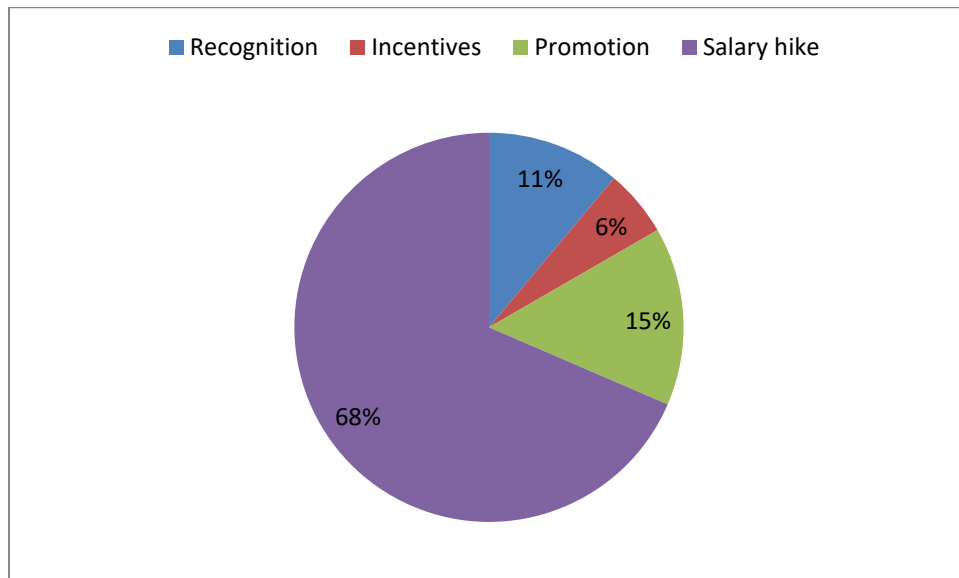
**Interpretation:** The above graph shows that 54% of the employee says that their ideas or suggestions are not accepted by the seniors and 46% of the employee say that their ideas are accepted by the senior. Therefore the management should provide opportunity for employee's participation.

# SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

## M K HUBALLI

15. What kind of reward do you expect from the organization?

Valid	Percent	Valid percent
Recognition	11%	11%
Incentives	6%	6%
Promotion	15%	15%
Salary hike	68%	68%
Total	100%	100%



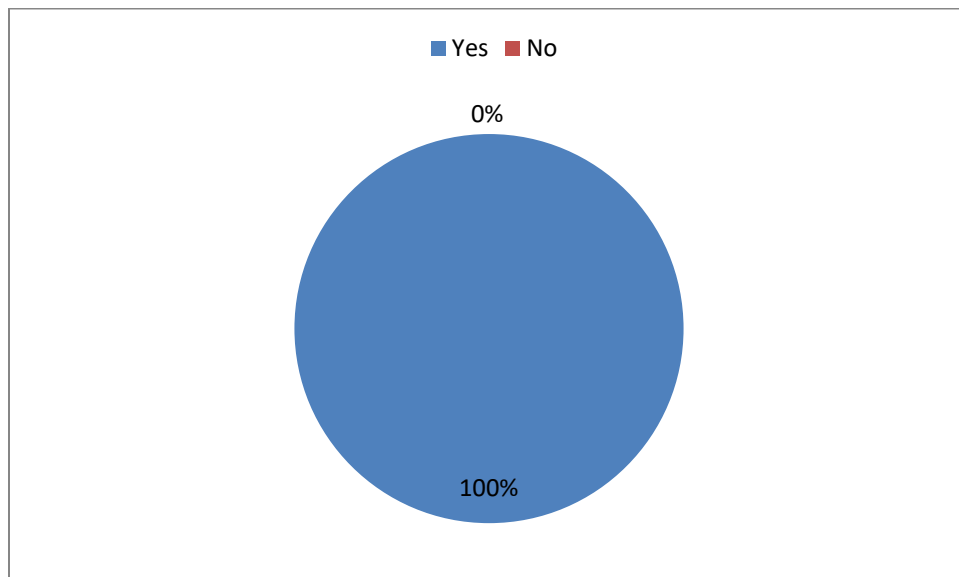
**Interpretation:** The above graph shows that 15% of the employee say that they expect from the organization is recognition. 68% of employees say that they expecting salary 6% say that they expecting their incentives and 11% promotion from the organization. Overall they expecting salary hike from the organization.

## SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT

### M K HUBALLI

16. Does the organization have a separate committee to review the performance counseling result?

Valid	Percent	Valid percent
Yes	100%	100%
No	0%	0%
Total	100%	100%



**Interpretation:** The above graph shows that all the employees said that organization have a separate committee to review the performance counseling result.

## **CHAPTER 8**

### **8.1: SWOT ANALYSIS**

SWOT research is an ideal preparing method used to assess the Strengths, Weaknesses, and Opportunities, Threats involved in a project or in a company enterprise. It requires specifying the purpose of the company enterprise or project and determining the exterior and inner factors that are beneficial and negative to obtain that purpose. It is an important step in preparing. The function of SWOT research is to take details from atmosphere and distinguishes it into inner problems (strengths Weaknesses) and exterior problems (opportunities and threats). Once this is finished, SWOT research decides if the details indicates something, that "ill assist the company in achieving its goals or if it indicates a hurdle that must be get over or reduced to obtain preferred results

.SWOT research must first start "with interpreting a preferred end state or purpose. A SWOT research may be integrated into the ideal preparing design. Strategic preparing has been the topic of much research.

- Strengths features of the company or team that gives it an advantage over others in the industry.
- Weaknesses are features that place the company at a drawback comparative to others.
- Opportunities exterior chances to make greater sales or earnings in the surroundings.
- Threats exterior components in the surroundings that could cause trouble for the business

#### **Strengths**

- Availability of Sugarcane is easier.
- Sufficient water resources
- Transportation facility
- Labors do not demand for a higher salary.

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

### **Weaknesses**

- Lack of professionalism
- The industry managed by the politicians
- Highly regulated industry
- Poor marketing strategies
- Gap in Sugar Talent

### **Opportunities**

- Ethanol Industry
- Increase share of the packaged sugar industry
- Mechanization Harvesting
- Technology up gradation, new innovative technological innovation available for the byproduct usage.
- **Threats**
- Political interference
- Under utilization of science
- Poor weather
- Access of Working capital
- Sugar industry is insecure to governmental interest.

### **Competitors**

- Vishwanath Sugarspvt ltd.
- Laila Sugars
- Somanath Sugars
- Renuka Sugars
- Harsha Sugarspvt ltd.
- Satish Sugars.

## **CHAPTER 9**

### **FINDING, SUGGESTION AND CONCLUSION**

#### **9.1 FINDINGS**

- From the analysis it is seen that 26% employees have very good knowledge of work and skill and 50% employees having good knowledge and 24% employee are average in the organization.
- In 76% good and employees are average. Employees are very sincere in performing their job to the fullest and also take their personal interest in performing the job allotted to them.
- The problem solving ability among the employee is good as it can be seen from the analysis. 72% of the employees are able to solve the problems. 22% say that its average.
- The team work among the employee is good. We can see that 76% of the employee are doing good team work, 22% employee doing in average
- The conduct/ integrity/honesty among the employees are very consistent. 68% of the employee's honesty, 30% of the employees is average. But in all what we can interpret is that the employees' code of conduct, integrity and honesty is good.
- 78% of the employees are good and 18% of the employees are average in the organization attendance.
- 64% of the employees are good in discipline and 32% of the employee's average in their discipline. Over all the analyses shows that employees are well discipline in the organization.
- From the analysis it is seen that 92% of the employees do not require training and 8% of the employees are require the training.
- From the analysis it is seen that middle level management criteria for judgment of employees are 70% of the capabilities and 6% of their imitateness.
- From the analysis it is seen that 98% of the employee aware of performance appraisal.

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

- In 6% of the employees of say that the existing performance appraisal system is very good, 56% of the employees say that its good and 34% of the employees say that its average and 4% is poor. This graph infers that employees agree that the performance appraisal system is good.
- From the analysis it is seen that 62% is very good relationship with appraiser.28% is good relation and 8% is average relationship with the appraiser. Overall there is very good relationship with the appraisal.
- From the analysis it is seen that all the employees like to work in group.
- In 46% of the employees say that their ideas or suggestion are accepted by the senior and 54% of the employee say that their ideas are not accepted by the seniors. Therefore the management should provide opportunity for employee's participation.
- In 46% of the employee say that they expect from the organization, 12% say that they expect their career and 4%promotion, 38% of employees say they expect recognition from the organization.

## **9.2 SUGGESTION**

- The control should provide opportunity for employee's contribution in discussing their ideas or suggestions
- Adequate training should be given to workers as and when a change only happens in the workplace
- Performance evaluation should be performed on consistent foundation so as to keep the record of Performance of workers; it will help in handling the Performance and giving the one who is executing well.
- Employees should be given due amounts and marketing on executing well so that it will functions as one of the factors to carry out well.
- Employees should be motivated to carry out as a team which will help in fixing the problems in a significant way.
- The control should identify workers execute.

### **9.3: CONCLUSION**

It can be determined that handling the Performance of the workers is not easy. The Performance control procedure includes lot many aspects success stories, employee selection and positioning evaluation, training and development and career management-in other words all those parts of the HR procedure that impact how an employee works. So it becomes extremely tough handle all these aspects hard to handle all these aspects similarly. But due consideration should be given so that all the resources are handled well to meet the company objectives effectively and effectively.

Shri. Mallaprabhasahakarisakkarekarkhaneniyamit M.K. Huballi is making an effort on keeping their Performance control system is an impartial one so that the workers are inspired to work in a joyful manner and the connection between the company and the workers is improved.



# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

**M K HUBALLI**

## **QUESTIONNAIRE**

### **Sector 1**

Name:

Department:

- 1) Are you satisfied with the existing performance appraisal system?
  - Yes
  - No
- 2) How do you rate the performance of the organization which is assessed by self, superior or consultant?
  - Excellent
  - Very good
  - Good
  - Fair
  - Poor
- 3) “Performance appraisal helps to win co-operation and team work”
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
- 4) “Performance appraisal is helpful in reducing grievance among the employees”
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

- 5) “Performance appraisal is helpful for improving personnel skill?”
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
- 6) Does training programmers are effective for individual and organization development?
  - Yes
  - No
- 7) How do you rate the transparency of the performance appraisal system of the company?
  - Excellent
  - Very good
  - Good
  - Fair
- 8) Does performance appraisal system helps to identify the strength and weakness of an employee’s?
  - Yes
  - No
- 9) Does Performance rating was done periodically?
  - Yes
  - No
- 10) “Promotion is purely based on performance appraisal”
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree

# **SHRI MALLAPRABA SAHAKARI SAKKARE KARKHANE NIYAMIT**

## **M K HUBALLI**

11) Does desired target of the organization is achieved through the performance appraisal?

- Yes
- No

12) Are you satisfied with the growth opportunities of the industry?

- Yes
- No

13) Does performance rating helps to fix increment?

- Yes
- No

14) Does your idea or suggestions are accepted by the seniors or colleagues?

- Yes
- No

15) What kind of reward do you expect from the organization?

- Recognition
- Incentives
- Promotion
- Salary Hike

16) Does the organization have a separate committee to review the performance counseling result?

- Yes
- No

**CHAPTER 10**

**BIBLOGRAPHY**

**Book Referred:**

**Essentials of human resource management and industrial relations.**

**By P. SubbaRao**

**Performance Appraisal Management**

**By S. Muffed Ahmad**

**Website: [ranisugar@bsnl.in](mailto:ranisugar@bsnl.in)**