CHAPTER - VIII
FINDING CONCLUSIONS
AND RECOMMENDATIONS
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CHAPTER VIII
FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

8.1 Introduction

This study is initially related with the performance appraisal and promotion policy in large-scale industries of private sector in Ahmednagar District. It highlights the various facts and figures about the performance appraisal and promotion policy in large-scale industries.

Performance appraisal system is the soul of human resource development (HRD) in all the large-scale industries. Promotions, rewards, financial and non-financial benefits and career planning are completely depending upon the performance appraisal. Performance appraisal system (PAS) is followed by the management of large-scale industries for the assessment of their staff. From this point of view, performance appraisal plays a very significant role in the large-scale industries of private sector.

In the present study, an effort is being made by the researcher to observe the actual performance appraisal system and promotion policy, its impact on the development of large-scale industries and the investment of managers / officers, office / supervisory staff and workers in their assessment. Though the study is confined to Ahmednagar district, the suggestions offered could prove to be useful in similar circumstances prevailing in other districts in Maharashtra and national level also.

This chapter aims to give the vivid outline of the precise attempts, accounting at what extent the varied objectives of the present study have been accomplished and whether the hypotheses are established. Before putting the findings,
conclusions and few recommendations on table, the detailed and proactive study can be summarized as follows:

**Chapter I:** This chapter deals with the concept of performance appraisal and explains the history and objectives of performance appraisal. A brief review of the appraisal practices followed in some Asian countries like Singapore, Malaysia, Philippines, Pakistan, Soviet Union and Japan is taken. As well as meaning, scope, needs and significance of privatization is focused.

**Chapter II:** This chapter is about research methodology. It introduces the topic and objectives of the research and also explains the methodology adopted for the study. It also includes the profile of large scale industries in Ahmednagar district. The following listing has been set out as the objectives of the study, which served the purpose of the lighthouse.
- a) To study the various techniques of the performance appraisal
- b) To study the various methods of the job evaluation
- c) To study the relationship between the job evaluation, performance appraisal and promotion policy
- d) To point out the drawbacks of the present performance appraisal systems
e) To suggest effective performance appraisal system to the private sector industries
f) To study the grievances of promotion policies and to suggest appropriate measures to minimize them

In order to fulfill the above objectives, the following hypotheses were formulated for testing.

➢ Hypotheses:

(a) Job evaluation, performance appraisal and promotion policy are directly related to each other
(b) Selection of suitable performance appraisal method and its success are interrelated
(c) Labour productivity does not depend upon effective promotion policy

Along with this, the chapter includes the research design, the methods of research, and the data collection, techniques of analysis of data, scope and limitations of the study.

Chapter III: It provides the detailed information regarding historical background of Ahmednagar district, geographical structure, population, agriculture, land utilization, forest area, educational institutions, co-operative societies / industries, network of banking, transport and communication, industrial development and occupational pattern in district. It has a bearing on the performance appraisal of officers, staff and workers in the large-scale industries of private sector in Ahmednagar district.
Chapter IV: This chapter presents a comprehensive review of the relevant conceptual and research literature on performance appraisal and promotion policy. As well as or manpower planning, job evaluation and career planning in large-scale industries of private sector.

Chapter V: This chapter gives definitions, terminology, evaluation, objectives approaches, pre-appraisal steps, ethics and techniques of performance appraisal and concept, objectives and methods of job evaluation.

Chapter VI: This chapter provides detailed information regarding the concept, objectives and systems of promotion policies of private sector.

Chapter VII: This chapter is concerned with the analysis and interpretation of the collected data and information from the personnel manager/officers, office/supervisory staff and workers in the large scale industries of private sector in Ahmednagar district, as well as all hypotheses are examined in this chapter.

Chapter VIII: This chapter deals with the findings, conclusions and recommendations.
These findings, conclusions and recommendations are as below:

8.2 Findings

The researcher is happy to put on record the findings drawn from the various surveys conducted at the selected industries and with their officers / managers, office / supervisory staff and workers too. They can be listed as follows.

8.2.1 The position of the large-scale industries in Ahmednagar district

The researcher had selected Thirty-Two (32) large-scale industries of private sector registered in Ahmednagar district. Out of these seven industries (21.88%) have closed down their business and only Twenty-five industries (78.12%) were functioning in Ahmednagar district (Refer Table No. 7.1).

8.2.2 Selection of the Industries

Out of Twenty-five large scale industries of private sector, only Twenty-Two industries (88%) opted to give response for this study.

8.2.3 Establishment of the Industries

All the large-scale industries of private sector in Ahmednagar district were established from 1970 and onwards except one industry i.e. Somaiya Organo Chemicals Ltd., Sakarwadi Tal. Kopargaon (A
unit of the Godavari sugar mills Ltd, Sakarwadi) was formed in 1959 (Refer Table No. 7.2)

8.2.4 Employees classification of large scale industries

The classification of the selected large-scale industries of private sector is as follows:
(a) Eight industries (36.36%) had less than 100 employees
(b) Thirteen industries (59.09%) had 101 to 1000 employees
(c) Only one industry (04.55%) had over 1000 employees (Refer Table No. 7.3)

8.2.5 Classification of Employees according to their categories

The classification of the employees of the selected industries is as below.
(a) The administrative cadre wise officers/ managers were 735 (12.64%)
(b) The middle level staff i.e. office / supervisory staff was 1018 (17.52%)
(c) The skilled employees were 1865 (32.08%)
(d) The semi-skilled employees were 1189 (20.45%)
and
(e) The un-skilled employees were 1006 (17.31%) (Refer Table No. 7.4)
8.2.6. Application of Performance Appraisal System (PAS)


The researcher found out that Twenty-one industries (95.45%) use the performance appraisal system (PAS) to their administrative staff i.e. Officers / Managers only.

But only 3 industries (13.64%) do not follow the PAS to their office supervisory staff. As well as 8 industries (36.36%) do not follow the performance appraisal system (PAS) to their workers. Whereas one industry (4.55%) does not follows the PAS to their all category of the employee.

8.2.7. Use of Performance Appraisal methods

Out of the selected industries for the study, 21 industries (95.45%) actually use PAS. Out of these large scale industries, 13 industries (61.91%) follow traditional methods of P. A. and only one industry (4.76%) use the modern method of P.A. At the same time remaining 7 industries (33.33%) adopt their own methods like Key Performance Area (KPA), method, Self-Appraisal (SA) method, Performance method and Target method for performance appraisal to their staff's assessment.
8.2.8 Application of Traditional methods

(a) For Managers / Officers

The researcher found that 13 industries (61.91%) are using traditional method for assessing their Officers / Managers which are as follows:

(i) Out of the thirteen industries, following seven industries (33.33%) are using straight ranking method.
   a) Ador Fontch Ltd; Ahmednagar.
   b) Ahmednagar Forgings Ltd, Ahmednagar.
   c) Hoganas India Ltd; Ahmednagar.
   d) Kirloskar Oil Engines Ltd; Ahmednagar.
   e) Mangalam Drugs and Organics Ltd; Gunjalwadi (Sangamner)
   f) Newage Electricals India Ltd; Ahmednagar.
   g) Paiss Agro India Ltd. Khadka Phata, Tal. Newasa.

(ii) Out of the thirteen, following four industries (19.05%) are using grading method.
   a) Elegant Engineers Ltd., Ahmednagar.
   b) GKN Sintered Metals Ltd., Ahmednagar.
   c) Kinetic Engineering Ltd., Ahmednagar.
   d) Videocon Exports Ltd., Madhavnagar, Ahmednagar.

(iii) Somaiya Organq Chemicals Ltd; Sakarwadi is using man to man comparison method and the remaining industry i.e. Crompton Greaves Ltd, Ahmednagar was using critical incident method.
(b) **For Office / Supervisory Staff**

For the middle level office / supervisory staff, following 12 industries (57.14%) use the different traditional methods and these industries are as under.

(i) **Grading method:**

The following four industries (19.05%) are using grading method for the performance appraisal to their Office / Supervisory Staff.

a) Elegant Engineers Ltd; Ahmednagar.

b) GKN Sintered Metal Ltd; Ahmednagar.

c) Kinetic Engineering Ltd; Ahmednagar.

d) Videocon Exports Ltd, Madhavnagar Ahmednagar

(ii) **Straight Ranking Method:**

The following five industries (23.81%) are using straight ranking method for the assessment of their office / supervisory staff.

a) Ahmednagar Forgings Ltd., Ahmednagar.

b) Hoganas India Ltd., Ahmednagar.

c) Kirloskar Oil Engine Ltd., Ahmednagar

d) Mangalam Drus and Organics Ltd., Gunjalwadi (Sangamner)

e) Newage Electricals India Ltd., Ahmednagar.

(iii) **Exide Industries Ltd, Ahmednagar is using committee appraisal method and the remaining industry i.e. Crompton Greaves Ltd; Ahmednagar**
is using critical incident method and Somaiya Organo Chemical Ltd., Sakharwadi is using Man to Man Comparison method.

(c) For Workers

The researcher found that most of the industries are reluctant to use performance appraisal methods for their workers. Only 4 industries (19.05%) are using different traditional performance appraisal methods for the assessment of their workers. These industries are as follows:

(I) The Straight Ranking Method
The Straight Ranking Method is used by the following 2 industries (09.52%).
(a) Exide Industries Ltd. Ahmednagar.
(b) Mangalam Drugs and Organics Ltd; Gunjalwadi; Tal: Sangamner.

(II) The Grading Method
For the assessment of the workers following 2 industries (09.52%) are using Grading Method for the assessment of the workers.
(a) GKN Sintered Metal Ltd; Ahmednagar.
(b) Videocon Exports Ltd; Madhavnagar Ahmednagar.
8.2.9 **Application of the Modern Methods**

So far as the modern methods are concerned, it was found that out of twenty-one industries only one industry viz., Larsen and Tourbo Ltd., Ahmednagar is using the modern method of performance appraisal i.e. Management by Object for different categories, for their employees including Officer, Managers, Office / Supervisory Staff and Workers.

8.2.10 **Application of Other Methods**

The researcher found that the various industries used other methods like Key Performance Area (KPA), Self Appraisal System (SAS), Performance, Agreement and Target Method to their employee’s performance appraisal. These are as below.

(1) **For Officers**

The researcher found that 7 industries (33.33%) are using other methods for the assessment to their officers. The classifications of these methods are as under.

(a) **Key Performance Area (KPA) Method:**

For the assessment of the officers, following 4 industries (14.29%) are using Key Performance Area (KPA) method for the assessment of their officers.

a) Exide Industries Ltd; Ahmednagar.
b) Godrej Agrovet Ltd; Vambori Tal-Rahuri.
c) M/s Uniklinger Ltd; Ahmednagar.
d) The India Seamless Metal Tubes Ltd; Ahmednagar.
(b) **Self-Appraisal System (SAS)**

Self-appraisal method is used by the following 2 industries, 9.52%).

i. Advani-Oerlikon Ltd, Ahmednagar.

ii. Sun-Pharmaceutical Industries Ltd, Ahmednagar.

(c) KSB Pumps Ltd; Vambori Tal. Rahuri adopts the Performance Method for its officers.

(2) **For Office / Supervisory Staff**

Six industries (28.57%) use the other methods for the Performance Appraisal for their Office / Supervisory Staff as under:

(a) **Key Performance Area (KPA) Method**

Godrej Agrovet Ltd, Vambori Tal. Rahuri and M/S Unikliner Ltd; Ahmednagar are following Key Performance Area (KPA) Method for the performance appraisal to their Office / Supervisory Staff.

(b) **Self Appraisal System (SAS)**

Following two industries follow the Self Appraisal Method for the performance appraisal for their Office / Supervisory Staff as below.

(i) Advani- Oerlikon Ltd; Ahmednagar.

(ii) Sun-Pharmaceutical Industries Ltd; Ahmednagar.
The Indian Seamless Metal Tubes Ltd, Ahmednagar is using Target Method and as well as KSB Pumps Ltd, Vambori Tal. Rahuri is using Performance Method.

(3) For Workers

Sun-Pharmaceutical Industries Ltd; Ahmednagar, Crompton Greaves Ltd., Ahmednagar and Kinetic Engineering Ltd. are using Self Appraisal System and the Indian Seamless Metal Tubes Ltd; Ahmednagar and Hoganas India Ltd., Ahmednagar are using Agreement Method for their workers.

8.2.11 Non-Application of Performance Appraisal System

It was found that performance appraisal system is partly used in many industries i.e. some industries apply performance system to officers but it is not applied for office staff and workers.

In this way, some industries apply performance appraisal to officers but do not apply performance appraisal system to office / Supervisory staff and workers.

(1) For Officers

Performance Appraisal System is not used by the Tilaknagar Industries Ltd., Tilaknagar, Tal.-Shrirampur for their Officers.

(2) For Officers / Supervisory Staff:

Performance appraisal system is not used to their Office / Supervisory Staff by the following three large-scale industries.
a) Ador Fontech Ltd; Ahmednagar.
b) Paiss Agro India Ltd; Khadaka Phata Tal. Newasa.
c) Tilaknagar Industries Ltd., Tilaknagar, Tal.-Shrirampur

(3) For Workers

Majority of the industries are not using performance appraisal to their workers. Only 10 industries (45.45%) are using performance appraisal to their workers and remaining 12 industries (54.55%) are not using performance appraisal system to workers at all. These industries are as follows

a) Ador Fontech Ltd; Ahmednagar.
b) Advani-Oerlikon Ltd, Ahmednagar.
c) Ahmednagar Forgings Ltd, Ahmednagar.
d) Elegant Engineers Ltd., Ahmednagar

e) Godrej Agrovet Ltd; Vambori Tal, Rahuri.
f) Kirloskar Oil Engines Ltd, Ahmednagar.
g) KSB Pumps Ltd, Vambori, Tal.- Rahuri.
h) M/S Uniklinger Ltd, Ahmednagar.
i) Newage Electricals India Ltd., Ahmednagar

j) Paiss Agro India Ltd, Khadakphata Tal. Newasa.
k) Somaiya Organo Chemicals Ltd; Sakarwadi Tal, Kopargaon.

l) Tilaknagar Industries Ltd; Titalkanagar, Tal. Shrirampur.
8.2.12 Period for performance Appraisal system (PAS)
Performance appraisal system is used on yearly basis in almost all the industries (81.81%), three industries (13.64%) use performance appraisal system (PAS) on quarterly basis and only one industry (4.55%) had given response for performance appraisal system assessment as half-yearly period (Refer Table 7.15).

8.2.13 Parameters for performance appraisal system (PAS)
The different parameters are being used for performance appraisal system. Twenty-eight parameters have been recorded, which are very useful in performance appraisal system (Refer No. 7.1.13).

8.2.14 Grading
It is found that five ranking scale method is used by majority of the industries (54.54%) for grading purpose of their staff. For ranking grade purpose numerical or alphabetical methods are used (Refer No. 7.1.14)

8.2.15 Complaints Regarding Grading
Performance appraisal system (PAS) is very useful for the industry. The employees accept it because it is linked with promotion policy, rewards and extra increments. Generally, all the employees have given their positive opinion in this respect. However, the majority of employees are not satisfied with the method and system adopted by the industries (Refer No. 7.1.15).
8.2.16 Grievance Redressal System (GRS)

Although almost 81.82 per cent of the respondents have some complaints regarding the grading (Refer No. 1.7.16) they say that the grievance redressal system is satisfactory.

It has been seriously observed that a larger number of employees, as they have tight lips, stated that none of them dared to register or voice any sort of complaint against their seniors or the higher authority. This may be because of many influential factors like retrenchment, dismissal, and demotion in their long span of service. This also shows how they work in the strange conditions and psychological pressure affecting their lives and career in future.

8.2.17 Improvement for Performance

In 21 (95.45%) industries employees are getting the chance for improvement in grading and in most cases the period for improvement is yearly. But only in one industry (4.55%), employees do not get the chance for improvement in grading (Refer Table 7.19).

8.2.18 Time allowed for improvement in performance

It was observed that thirteen (59.09%) industries allow yearly time frame for improvement in performance of their staff. Six (27.27%) industries also allow half yearly time frame for improvement in performance to their staff and only three (13.64%) industries allow for improvement in performance appraisal within a quarterly time (Refer Table 7.20).
8.2.19 Extra time allowed for improvement in performance

In majority 19 industries (86.36%) allow special extra time for improvement of employees’ performance and three industries (13.64%) do not allow special time for improvement of employee’s performance (Refer Table 7.21).

But in reality, it is seen that 16 industries (72.73%) out of twenty-two selected industries do not give a chance for improvement of performance appraisal to their employees within a year (Refer Table 7.20).

8.2.20 Benefits of Performance Appraisal System (PAS)

It was observed that benefits obtained from performance appraisal system are helpful for improvement in 19 industries (86.36%) employees for their efficiency.

8.2.21 Self-Appraisal System (SAS)

It was found that Self Appraisal System (SAS) is followed in 14 industries (63.14%) for their personnel managers/officers. For this purpose, various parameters are considered and these are devotion towards duty, quality of work, qualities of performance, knowledge of work, personality, learning ability, communication skills, dependability, attendance and discussion about self-appraisal with immediate higher authority.

8.2.22 Effectiveness of Performance Appraisal System (PAS)

It was noticed that the workers in 10 industries, officer staff / supervisory staff in 19 industries and Personnel Managers / Officers, 21 (95.45%) industrial units remarked that the
performance appraisal system (PAS) is more effective as it motivates the staff for more work and more remuneration.

8.2.23 Utility of the Performance Appraisal System (PAS)

Performance appraisal system helped the employees for their promotion, rewards or additional increments and ultimately benefits the industry. The PAS also increases profit promotes good relationship between workers and management. It is very useful to help human resource development.

8.2.24 Demotion

The performance appraisal system provides for promotion or financial benefits including additional increment but on the other hand there is a possibility of demotion also if the performance is found poor.

However till now 80% of the selected industries do not follow demotion policy for their staff due to the management policy regarding demotion.

8.2.25 Drawbacks of Performance Appraisal System

There are certain drawbacks regarding promotion policy with the help of Performance Appraisal System which are as below:

a) Sometimes, performance appraisal system is not transparent

b) In actual practice the performance appraisal system is not taken seriously by the management as well as staff / workers also
c) There is subjectivity in performance appraisal system (PAS)

d) If subordinate proves to be more efficient, he super seeds in his authority

e) Sometimes it creates the disputes among the staff

f) It is a time-consuming system for the assessment of the staff

g) There is a lack of appraisal skill in higher authority

h) The performance appraisal systems do not take legal requirement at time of promotion

8.2.26 Impact of the Workers

It was observed that after every three years, there is an agreement regarding increase in salary, bonus, monetary and non-monetary incentives as well as increase in production between the workers and management. But majority of the workers do not bother for the responsibility and the problems of the industry like production cost, marketing situation and financial problems. On the contrary they go on strike to press their demands.

8.2.27 Responsibility of the Workers / Staff / Officers

In other industry sectors, a common tendency of squandering the most precious time is noticed. However, in private sector industry each worker works with the sense of responsibility and thereby an efficiency and improvement in the production of the industry is found.
8.2.28 Linkage between effective promotion policy and labour productivity

Researcher found out that Twenty industries (90.91%) use the policy of granting provision to their workers.

8.3 Conclusions

The data collected has led to draw the following conclusions:

8.3.1 Job Evaluation, Performance Appraisal and Promotion Policy are directly related to each other

It is said in general that industrial company grants promotion to its employees to increase the production level. In order to implement this idea, the company has to fix up a promotion policy for its employees. But while granting the promotion to any employee it is inevitable to evaluate and appraise the performance of the employee. Without job evaluation and performance appraisal the employee cannot be granted a promotion. Therefore, the promotion policy of the company necessarily envisages the process of job evaluation and performance appraisal of the employee.

In the present study, necessary data from 22 large-scale industrial units in Ahmednagar district have collected. Out of them, 21 units (95.45%) have a policy of conducting performance appraisal of their personnel managers / officers and 19 units (86.36%) have a policy of evaluation and performance appraisal of their office staff and supervisory staff, whereas 10 units (45.45%) carry out the evaluation and performance appraisal of their
workers periodically. These data adequately prove that the job
evaluation, performance appraisal and promotion policy are
directly related to each other and the hypothesis is proved
positively.

8.3.2 Selection of suitable performance appraisal
method and its success are interrelated

In order to undertake any activity, it is absolutely
necessary to adopt certain method for its accomplishment. The
success of the activity is completely depend upon the perfectness,
comprehensiveness and suitability of the method to be adopted. If
the suitable method is not selected, the performance appraisal
cannot be done successfully. The performance appraisal of the
employees in any industrial unit cannot be an exception to this. In
the present study, it is observed from the data collected that each
company has adopted certain method for job evaluation,
performance appraisal and promotion of the employees. Most of
the industrial units included in the study have specially designed
the employee for their evaluation and performance appraisal. The
copies of proforma designed by two companies are given as
Appendix – B. The proforma aims at collecting the information of
the employee in the following areas:

a) Personal data
b) Performance planning and continuous assessment
c) Critical attributes including leadership, Team building,
   creative and innovation, communication, relationship
effectiveness, practice and upholding of company
   values, versatility etc.

These industrial units are following the above
performance appraisal method and they have been successful in this activity. Twenty-one industrial units (95.45%) are using different traditional methods, modern methods and other self-developed methods for performance appraisal of their managers/others, for evaluation of their officers successfully. Nineteen industrial units (86.36%) are using traditional methods, modern methods and also other self-developed methods for office/supervisory staff. It is also observed that ten industrial units (45.45%) are using traditional, modern methods and other self-developed methods for evaluation of their workers successfully.

On the basis of the above data, it can be concluded that the hypothesis that selection of suitable performance appraisal method and its success are interrelated to each other is proved.

8.3.3 Labour Productivity does not depend upon effective promotion policy

In order to increase the productivity, most of the industrial units given some incentives to their employees. It was decided to ascertain whether the policy of production is followed and effective in the 21 industries covered under study. The data collected in this regard reveals that out of 22 industrial units 20 industries (90.91%) have got positive result of this policy and their productivity is reported increased. However, two units (9.09%) have not given promotions to their employees, as they are not in a position to do so for financial constraints. Thus we can say that the hypothesis that labour productivity does not depend upon effective promotion policy is not proved. In other words the effective promotion policy increases the labour productivity.
8.3.4 There is a relationship between grievance redressal system and effective promotion policy

During the study, it is found that there exists a grievance redressal system in all the 22 industrial units. The employees in 18 industrial units (81.82%) are satisfied with grievance redressal system whereas in four industrial units the employees are not satisfied. The employees in the 18 industrial (81.82%) have the chances of getting promotion after the redressal of grievance if the higher position is vacant. Therefore, there is a relationship between grievance redressal system and effective promotion policy.

8.4 Recommendations

On the basis of the data analysis and interpretation accounted in the preceding chapters as well as the findings and the conclusions drawn by the researcher, the following recommendations are made for consideration of the major industrial units:

8.4.1 Performance Appraisal Policy

Job evaluation, performance appraisal and promotion policy are directly related with each other. Therefore, the suitable performance appraisal policy leads to the success.

However, it has been observed that about thirty five different parameters (Refer No. 7.2.10) are used for performance appraisal, but while implementing them more stress should be given on the following aspects:

(a) Performance appraisal policy should be transparent

(b) There should be face to face discussion about
performance appraisal and promotion policy (PA & PP) among the officers and staff

(c) Teamwork should be one of the criteria for measurement of performance appraisal

(d) Appraisal should be conducted only by the professional experts

(e) Half-yearly appraisal should be conducted

Considering the above facts, it is recommended that the ideal performance appraisal policy should be as follows:

(A) **For Personnel Managers / Officers**

Self-appraisal system followed by interview conducted by the authorities or the Management by Objective (MBO) method should be used.

It has been strongly recommended that 360 degree performance appraisal method should be followed for the managers, because the success of 360 degree performance appraisal system is openly dependent on the objectivity.

This system is more effective due to the following reasons:

(a) It shows the strengths and weaknesses in the managing skills and styles of the concerned.

(b) Employment is provided to the subordinates of the Manager.

(c) The differences between self-assessment and views of one’s colleagues are reduced substantially.
These modern techniques will definitely prove the reliability of the Managers / Officers more effectively.

(B) For Office / Supervisory Staff

It has been recommended that the combination of Ranking and Self-appraisal system should be applicable to office / supervisory staff. Because the ranking is done by the higher authority and the self-appraisal is made by the staff itself.

(C) For workers

It has been specifically recommended that the performance appraisal system should be compulsorily followed by each and every large-scale industry for their permanent workers [Refer No.8.2.11].

Ranking or Grading Method should be applicable for workers’ performance appraisal.

8.4.2 Improvement in Performance Appraisal System

As PA system and its success is related to each other. The recommendations for improvement in performance appraisal system would be listed as follows:

a) Performance appraisal system should be transparent. So that none can have a doubt about it.
b) The native language should be used for the performance appraisal in-respect of office or supervisory staff and workers.
c) Application of performance appraisal system should be taken seriously by every industry.
d) Professional touch and the approach should be given to the performance appraisal process. It could be achieved by utilizing assistance of the outside professional agencies if needed.
e) After venturing the performance appraisal, there should be a session of an open discussion to ponder over the cobwebs and serious grievances, for the immediate settlement of the same, between both and all the concerned.

8.4.3 Grievances

There are certain grievances against promotion policy, extra increments, rewards, financial and non-financial benefits. In order to, minimize these grievances, the following aspects may be considered.

a) Loyalty of employees to the company
b) Length of service / experience
c) Quality of work
d) Attendance
e) Innovation
f) Loyalty to Union.
8.4.4 Linkage between Performance Appraisal and Promotion Policy

In every industry promotion policy should be linked with performance appraisal. If performance appraisal is satisfactory, the promotion may be given or it should be linked with extra increments or other financial and non-financial benefits.

8.4.5 Period for Performance Appraisal

In most of the industries performance appraisal period is of one year. It has been recommended that in view of giving a chance for improvement, it could be reduced up to three (03) months i.e. quarterly basis. Performance should be judged quarterly through promotion or financial benefits are given at the end of the year after considering all the quarterly reports.

8.4.6 Counseling for Performance Appraisal

Performance appraisal should be followed by face to face discussion and counseling which helps the workers to know what are their drawbacks and what sort of improvement they required! How should they improve? It helps the management to identify the individuals with high potential and to maintain the discipline among the workers.

Hence discussion and counseling after performance appraisal should be arranged.
8.4.7 Grievance Redressal Procedure

In case of the serious and minor grievances, the following grievance redressal procedure is recommended:

a) There should be a grievance committee consisting of equal representatives of the management and the workers. The workers' representatives must be involved in grievance redressal committee, who can plead the workers' side during the course of deliberation.

b) In case of grievance, which may be between two workers or among two office / Supervisory staff or two managers or it may be between sub-ordinate and higher authority, regarding salary or wages, promotions, increments, rewards and other financial and non-financial benefits, the concerned employee staff or managers / officers will lodge complaint to the grievance committee. The committee will enquire about the matter and will discuss with both the parties. Preferably the face to face discussion should be held and thereafter, it should give the judgment, turning all the stones, for amicable redressal of the other complaint.

8.4.8 Application of Performance Appraisal System

The performance appraisal system should be considered seriously at all level of the management. Presently it is applied only for Officers. Therefore, it is recommended that the performance appraisal system should be applied for Office /
Supervisory Staff as well as for all the workers.

The performance appraisal system (PAS), in nature, should be objective and not subjective.

It is also recommended that performance appraisal (PAS) should be formal instead of informal.

8.4.9 Application of Modern Methods of Performance Appraisal System

The modern methods of performance appraisal system like Management by Objective (MBO) Human Assets Accounting (HAA), 360 Degree Method should be applied to all cadres of employees in the industry.

Specifically 360 degree method should be applied to higher levels of authority i.e. Managers / Officers, as it ensure comprehensive appraisal from all corners.

8.4.10 Promotion Policy (PP)

The promotion policy (PP) for officers would be based on the Targets given to them, character and sense of responsibilities inspite of their qualification for the optimum application and the result waited in future.

8.4.11 New Promotion Opportunities

In many industries, higher level and middle level positions are very few in number. But the existing higher positions are over burdened with many responsibilities. Therefore, it is recommended that the responsibilities of each officer should be reduced and new higher positions should be created. So that the new promotion opportunities will be created and the promotions
will be given to the desired qualified persons. If it is impossible to create the new opportunities of employment, the senior persons should be given higher salary.

8.4.12 Kaizen and Other System

For the betterment of industry as well as other related factors KAIZEN System (continuous improvement system), Plant Do Check and Acts (PDCAS), Quality Control (QC) and Six Sigma (6σ) should be applied. Since it envisage; reducing the defects, reducing the cost, improving quality, improving process, measuring quality and increasing the profit margin it should be applied in all the industries of private sector. It also increases the efficiency of the employees as well as productivity of the industry.

8.4.13 Distribution of Responsibilities

In many industries higher level and middle level positions are very few. However the existing higher positions are overburdened with many responsibilities. Therefore, it is suggested that the responsibilities of each officer should be reduced and new higher position should be created. Thus, new promotions will be given to the desired qualified persons. If it is impossible to create new of opportunities of employment, the senior person should be given higher salary.

8.4.14 Considering the elements strongly responsible for the performance of the employees, the researcher would like to put forward suggestions and valuable recommendations based on his experiences gained during the study.
(i) No close relative/s of the present workers/employees should be appointed in the concerned industry.

(ii) The organizations should not function or run under the objectionable influence of any political party or leaders, affecting the work of the industry.

(iii) The leadership of the organizations should have rational approach and relationship with the management or the industry irrespective of their selection or election by the employee.

(iv) The rapid changing face of the industry has caused many changes in the systems of performance appraisal. Such as contract based appointments and their attitude are unable to cope with the traditional ways and methods.

**8.4.15** The Performance Appraisal System (PAS) should be considered seriously at all levels of management. Presently it is applied only for officers / managers. So further it is recommended that performance appraisal system should be applied for office / supervisory staff as well as to workers too.

**8.4.16** Promotions, increase in salary, rewards or transfer to the senior officer should not depend upon seniority but must be on achievement of objectives, character and efficiency.
8.4.17 There must be a particular workers' union in an industry. The executive body of the union must be consisting of workers from the same industry. There must be a feeling of confidence among the executive body and workers. The union must have a leadership from local level to the national level. Moreover the workers' unions must be in the hands of the workers themselves and not of outsiders.

8.4.18 There must be increasing chances of promotions for the maximum qualified persons. Or else they can be paid higher wages and other facilities may be made available to them.

8.4.19 The researcher would like to suggest that:

a) There should not be political influence or interference in organization of the industry.

b) The person who wants to become the leader of the union must be a worker of the same industry.

c) The principle rule of "One industry One Union" should be followed by the workers.