

Comparative Assessment of Public and Private Milk Organization's Employee Satisfaction for Performance Appraisal System

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Abstract

80% of the Indian Dairy Industry is unorganized and only 20% is organized. And presently in India in the organized dairy industry 532+ private dairies, 254+ cooperative societies and 46 government dairies are operational. So with this magnitude of Indian Dairy Industry, the number of the man power employed can be better estimated. This research work was intended to examine the satisfaction level of the employees which are working in dairy industries of Madhyapradesh. For this purpose the employees of public milk organization (Bhopal Sahakari Dugdha Sangh Maryadit) and private milk organization (Anik Industries Limited) were chosen for the comparative assessment of their level of satisfaction. The sample size of the study was 300 employees. 150 employees were chosen from each participated organization of different designations and income classes. With the help of statistical analysis, it was observed that performance appraisal practices followed by both the companies are quite same either the income level of the employees of public and private milk organization was different but comparative assessment disclosed no significant difference found in the satisfaction score of their employees. The research concluded that PA practices share common attributes and standard which resulted into insignificant difference in satisfaction level of employees of the Bhopal Sahakari Dugdha Sangh Maryadit and Anik Industries Limited.

Keywords: Performance Appraisal, Satisfaction, Public and Private

Introduction

Managing the professional productivity of the individual with personal growth and correlating them with organizational development is the

dynamic need of the present environment and Performance Appraisal is such kind of tool or set of practices by which organizations in the present time period manages the personal and professional complexities of the their employees and confirms the organizational development. By the performance appraisal practices human resource department tries to identify the strengths and weaknesses of the employees and how they can affect their overall output. Even after several extreme changes and amendments performed by a number of researchers in the PA practices still an effective performance appraisal is yet not established due to different expectation level for the measurement techniques. As it is not a practice which benefitted the employees it is also for the employers so realizing the expectations of both the layers of the organization is quite tough. This research work is an attempt of measuring the satisfaction level of employees of the selected private (Anik Industries Limited) and public milk organization (Bhopal Sahakari Dugdha Sangh Maryadit) for the performance appraisal practices of their respective organization. The present research work is a comparative assessment of the level of satisfaction of the employees and can help to understand, if satisfaction is impaired or not.

The geographical scope of study is limited to the one public and one private dairy organizations operationally performing in Madhya Pradesh state of India. And operational scope is limited to comparative assessment of the performance appraisal practices followed by the public and private dairy organizations of the Madhya Pradesh and also pointed to examine the perception of employees for the Performance Appraisal Practices or framework developed by the selected Dairy industries under universally accepted definitions of the concept.

Research Methodology

Judgmental and random sampling procedure was followed for selecting one private (Anik Industries Limited) and one public milk organization (Bhopal Sahakari Dugdha Sangh Maryadit). While selecting the Dairy / Milk unit researcher's judgment was influenced by two major aspects that were: Dairy units or branch should perform their activities in Madhya Pradesh and should have a well developed Employee Performance Appraisal practice set for their employees under the model of Employee Performance Appraisal Management. Some other issues were also under consideration during the selection of Dairy / Milk organization has been pertained to: the size and scale of dairy unit, locality of dairy branch or unit.

For collecting the responses of employee group of the sampled milk organizations convenience sampling procedure is followed. Responses were collected from only those respondents who are able to understand the necessity of the research, and can interpret that any of the fruitful outcome will definitely benefitted them in future by more clear and customized Performance Appraisal Practices. The standard sample size of employees decided for the research purpose was 300 and total of 468 questionnaires were distributed to the employee group chosen from the sampled dairy organization of the study area of Madhya Pradesh in order to achieve the mark of dully filled 300 responses of the employees.

One set of fully structured and reliable questionnaire has been devised to attain the objective of the study that is to observe the employees' satisfaction for the Performance Appraisal Practices followed in their

organization. The data obtained through questionnaire were analyzed by using appropriate statistical tools. After collecting the required data, Statistical Package for the Social Sciences (SPSS) version 21 has been used for the purpose of processing and analysis of the results.

In order to investigate the impact of type of organization (Public and Private) and number of time individual appraised in tenure with the organization on their satisfaction level for their last performance appraisal and for entire performance appraisal system of the organization following hypotheses were formulated:

H_{01} : There is no significant difference in employee respondents' satisfaction for their last performance appraisal and for entire performance appraisal system of the organization of Public milk organization (Bhopal Sahakari Dugdha Sangh Maryadit) and

Private Milk Organization (Anik Industries Limited).

H_{02} : There is no significant difference in appraised employee respondents' satisfaction for their last performance appraisal and for entire performance appraisal.

Data Analysis and Interpretation

To compare the means of satisfaction level of employees of both the participating organization One-Way ANOVA test was used as this test is the most appropriate method to compare the means of two or more groups with the same mean score value. Consequences of impact of type of organization (Public and Private) and number of time individual appraised in their tenure with the organization on their satisfaction level for their last performance appraisal and for entire performance appraisal system were presented below:

Table 1: Test of Homogeneity of Variance for type of organization (Public and Private) & number of time individual appraised and satisfaction level for last performance appraisal and PAS

Test of Homogeneity of Variances				
	Levene Statistic	df1	df2	Sig.
Types of Organization (Public and Private)	1.463	1	298	.228
Times individual appraised	.878	4	145	.479

Source: Primary Data

Levene's Test for Equality of Variance is performed to test condition that the variances of both samples are equal or not. A high value results normally in a significant difference, and in Table 1 presented above for the Types of Organization (Public and Private) the sig. is .228

which is quite higher than 0.05 which could interpret as no equal variance observed for the samples and for Times individual appraised resulted sig. =.479, which could also interpret as no equal variance for the frequency individual appraised in the organization.

Table 2: One Way ANOVA for type of organization (Public and Private) & number of time individual appraised and satisfaction level for last performance appraisal and PAS

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Types of Organization (Public and Private)	Between Groups	.033	1	.033	.030	.863
	Within Groups	161.141	298	1.089		
	Total	161.173	299			
Times individual appraised	Between Groups	.581	5	.581	.262	.610
	Within Groups	328.919	294	2.222		
	Total	329.500	299			

Source: Primary Data

The Table 2 presented above showed the variation (Sum of Squares), the degrees of freedom (df), and the variance (Mean Square) for the within and the between groups, as well as the F value (F) and the significance of the F (Sig.). Sig. value indicates whether the null hypothesis, the population means are all equal or not and has to be rejected or not. If the sig. value is less than 0.05 than the difference between the means are significant else insignificant difference exists between the mean scores.

For the Types of Organization (Public and Private), there is good difference between the two Mean Squares (.033 and 1.089) which resulted in an insignificant difference ($F = .030$; $\text{Sig.} = 0.863$). The Sig. value is higher than the Sig. level of 0.05. This means that H_01 must be accepted which stated that there is no significant difference in employee respondents' satisfaction for their last performance appraisal and for entire performance appraisal system of the organization of Public milk organization (Bhopal Sahakari Dugdha Sangh Maryadit) and

Private Milk Organization (Anik Industries Limited).

For the Times individual appraised, there is good difference between the two Mean Squares (0.581 and 2.222) and resulted in an insignificant difference ($F = .262$; $\text{Sig.} = 0.610$). The Sig. value is higher than the Sig. level of 0.05. This means that H_02 must be accepted which states that there is no significant difference in appraised employee respondents' satisfaction for their last performance appraisal and for entire performance appraisal.

Thus from the acceptance of both the null hypotheses it could conclude that type of organization (Public and Private milk organization) & number of time individual employee appraised does not affect the satisfaction level for last performance appraisal and for the Performance Appraisal System of the organization it is because common attributes are shared in PA in most of the organization is employee perception in influenced by it.

Table 3: Descriptive Statistics of Presented Characteristics of Employee Respondents

Descriptive Statistics						
	N	Mean	Std. Deviation	Variance	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Type of the Organization	300	.5000	.50084	.251	.000	.141
Appraised in Tenure	300	2.5933	1.51953	2.309	-.406	.141
Experience in Dairying	300	2.7667	.96367	.929	-.060	.141
Experience In Present Job	300	2.5900	1.06725	1.139	-.070	.141
Grade of Respondent	300	2.7867	1.35176	1.827	.238	.141
Valid N (listwise)	300					

Source: Computed Data

Table 3 presented above indicated Descriptive Statistics of presented characteristics of employee respondents of the participating milk organizations of Madhya Pradesh. By the data values presented in the table it could interpret that total number (N) of employee respondents participated in the research and filled the questionnaire and also preferred for the study purpose were 300. Standard deviation values defined the coverage variation in the responses collected from the respondents, a good value or high value of standard deviation presents wide coverage and variation among the responses of respondents, which confirms the quality of the data and confirms the normal distribution of the responses. The Standard Deviation values with the mean value for type of organization class is (0.50 ± 0.50) , for appraised in tenure class is (2.59 ± 1.51) , for experience in dairying (2.76 ± 0.96) , for experience in present job (2.59 ± 1.06) and for grade of respondent class (2.78 ± 1.35) . Mean and Standard Deviation values of all the listed five demographic variables of the employee respondents showed good variation which confirmed that while approaching the respondents for collecting their responses for the Performance Appraisal Practices or System followed in their organization a good variation in the responses of the employees was observed.

Higher variation in the values of the standard deviation confirms the good quality of the data. Skewness values of the descriptive statistics measures the degree and direction of asymmetry of the data. If the mean value is less than the median value than Skewness will be negative else it will be positive, thus this value helps to know the normal distribution of data values. From the Table 3 negative Skewness was observed for appraised in tenure $(-.406)$, for experience in dairying class $(-.060)$, for experience in present job $(-.070)$ and for all other remaining demographic characteristics Skewness is found positive.

Conclusion

Performance Appraisal practices should be opted by all the organizations as their integral HRD practices, as a good performance appraisal system resulted into the good productivity of the employees and overall associated with the organizational growth. In the selected dairy organizations of the Madhya Pradesh (Bhopal Sahakari Dugdha Sangh Maryadit and Anik Industries Limited) the Performance Appraisal practices were in execution and several benefits were derived by the practices followed. After comparative assessment of employees satisfaction it was observed that as the PA