

A DESIGN OF A PERFORMANCE APPRAISAL SYSTEM FOR APPAREL MANUFACTURING INDUSTRY IN SRI LANKA

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Abstract - Performance evaluation process can reduce the turnover and continuing employee satisfaction level high and keep motivated. It can deliver opportunities for appreciation, optimistic reinforcement, and performance improvement of the employees. Performance Management is the process over which managers ensure those employee's actions outputs gives to the organization's goal. The long-term possibility and competitiveness of any organization depends on its ability to evaluate the performance of the employees and to examine their contribution in achieving the goals assigned them by managers. In the process of providing feedback, managers and employees may identify performance and establish ways to resolve those problems. Mainly the performance evaluation process faults and failures lead to process of employee performance evaluation. Employee job satisfaction and decisions to stay with the company are associated with employee meaningful feedback about performance mainly from their direct supervisors. Managers use evaluations as a motivational tool to communicate performance expectations to employees and provide them with feedback. Mentioned process requires deliberate what activities are longing, observing whether they occur, and providing feedback, managers and employees meet expectations.

improvement of the employees. Employee job satisfaction and decisions to stay with the company

Keywords: performance evaluation, turnover, job satisfaction

I. INTRODUCTION

The long-term possibility and competitiveness of any organization depends on its ability to evaluate the performance of the employees and to examine their contribution in achieving the goals assigned them by managers. Managers use evaluations as a motivational tool to communicate performance expectations to employees and provide them with feedback. The evaluation process recognizes zones where an employee needs to increase. (Embuldeniya, 2015) It can deliver opportunities for appreciation, optimistic reinforcement, and performance

are associated with employee meaningful feedback about performance mainly from their direct supervisors. Performance Management is the process over which managers ensure those employee's actions outputs gives to the organization's goal. When considering the apparel industry in Sri Lanka Over the last two decades, Sri Lanka apparel industry has shown great growth. Eskimo fashion knitwear was incorporated in Sri Lanka 1980 it was the most significant investment in Sri Lanka. It has pioneering progress over past vertically integrated manufacturing operation with over 2000 employees in Negombo, Pallekale and Punanai. (Eskimo, 2000) in the proposed system, aim is to reduce the employee turnover by proposed performance evaluation system and the objective is to Increase the employee satisfaction level, keep motivating them by enhancing the performance evaluation system, and reduce employee turnover.

II. LITERATURE REVIEW

Considering the classification of apparel exports there is a high demand for Sri Lankan apparels to export in European countries including Italy, Belgian, Australia, and Netherlands. China, United Arab Emirates are well name buyers of Sri Lankan apparel overseas who bring export earning to the country according to central bank 2014 statistics. Export Development Board (2013) stated that Sri Lanka's Apparel Export Industry is the most significant and dynamic contribution towards the country's economy. (Embuldeniya, 2015).

Justice perceptions are important to employees; these perceptions should be related to attitudinal and behavioral reactions beyond the effects of the initial discrepancy between expected and actual performance ratings. Mostly organization turnover ratio increases the lack of justice and employees get dis satisfy and less motivated and resign from the job. (Esfahani, 2014) Once moving justice to the main core competence is human resource in apparel industry. As the input source the performance evaluation system categories taken as motivation and training. For proposed system, it has been more subject as

reward management, enhancing job satisfaction level, leadership programs, specification categories and monthly evaluation processes. Organization tries to boost the employee motivation and can be done by initiating feeling of accomplishment, give boost, energy to learn, and creating new doors for recognition with peers. (Prinsloo, 2013) Proposed system mainly focusing on principles of human resource management, it is fully described how employee satisfaction levels running on for organization work.

Hence the Performance appraisal program would be considered in such a way that the appraiser would be able to analyze the contribution of the employee to the organization periodically and all the employees who have been performing well would be rewarded suitably either by an increase in the salary or a promotion. (Bagul, 2014) From this approach, the evaluation process can be on steady with the organization.

It is not adequate to the recommendation although there are two broad roles in organizations: first, one is making administrative decisions about employees; compensation, promotion, dismissal, downsizing and layoffs. In addition, the second one is identifying and plan employees' growth opportunities; identify strengths or areas for growth, coach, develop and career. (Jackson, 2011) This a well performed significant statement to question when it comes to identifying the role and when a developing an evaluation system there are main four statements to fulfill;

1. Who should design the evaluation process?
2. Who should evaluate whom?
3. Who should review evaluation results?
4. How these results could be exploit?

These decisions should evolve in proposed system because the foundation of the system builder must be in the correct path. According to that, this is a positive starter for system and with the help of that, automatically path will lead to the correct destination. (Grigoroudis, 2011) There are many segments and slight differences by authors to different points. According to (Mone, 2011) it takes place five major activities to evaluate the part of a performance management such as;

1. Setting performance and development goals

2. Providing ongoing feedback and recognition
3. Managing employee development
4. Conducting mid-year and year-end appraisals
5. Building a climate of trust and empowerment

Considering with the there are three evaluation models; individual evaluation model, multiple evaluation model and both single and multiple evaluation model. However, in the point of view, virtuous to use those two methods to evaluate the performance. Most have advantages as well as drawbacks to the proposed system and existing system. In the developing part should be wiser to choose which one is more suitable.

III. MODELS AND TECHNIQUES

When considering techniques, which are suitable for performance evaluation, rather than choosing traditional methods it is better to focus on modern methods. Modern methods normally enhancing the shortcomings of the old methods corresponding subjectivity and biasness. Most relevant modern methods can be relating as Management by Objectives [MBO], Behaviorally Anchored Rating Scales [BARS], Human Resource Accounting [HRA], Assessment Center, 360 Degree and 720 degrees can be taken. When considering with the fuzzy related appraisal techniques; Analytic Hierarchy Process [AHP] Technique, the FAHP technique, TOPSIS & Fuzzy TOPSIS techniques, Fuzzy TOPSIS technique and Fuzzy based multifactorial evaluation techniques can take. For the proposed system, it will be more beneficial to use AHP techniques because exact calculation will come at glance. (Yousif, 2014) Most of the time these remark techniques and method should habit in existing system to be unique and to shield the quality of the system. There for in the proposed systems techniques must play a major role.

When moving to the depth of the techniques most suitable for Eskimo knitwear fashion Human resource accounting will be suitable because human resource is useful for decision making in the organization. The main objectives of the proposed system are to reduce the turnover. In HRA the advantage is ascertain the cost of labor turnover, return on investment on human resources, improve the efficiencies and planning of personnel policies. (Aggarwal, 2013)

When considering with the most significant employee performance and prediction using K-Means clustering can be more vital in nowadays. The authority to predict the employees' performance may use hybrid procedure based on Data Clustering method. In addition, data clustering method can apply for evaluating the employee's performance as well in decision-making process. Different performance evaluation factors like personality, punctuality, tact oral expression etc. From this prediction, it can predict number of employee those are select for promotion or designation, and discharge according to their performance. (Sarker, 2018) This will be more suitable the proposed system and directly it will influence reducing the employee turnover.

IV. RESEARCH METHODOLOGY

In the proposed system the work which is being carrying out such as the processing of the individual employees' performance which directly influence employee turnover. As employee is the key element in an organization. The success or failure of an organization mostly depend on the employee performance. The prediction of employee performance such as their satisfaction level, their motivation level; whether the level is increase, decrease or else in a mediate level. The data was gathered from the Eskimo Fashion Pvt Ltd. The core problem in the process of detection because humans' feelings can be change in quickly according to persons characteristic. To reduce the overcome of this problem the proposed system will analysis and predict with partitioning employee into different cluster based on their quality of the performance. Aimed at, the proposed system will be partitioning with the help of K-Means clustering algorithm and for future prediction excessively.

With the help of K-Mean algorithm, proposed system will be having a rating scale of clustered user inputs. In K-mean clustering it consists with simple along with cavernous steps. First should take K instances or else random sampling of K elements then calculation of the arithmetic means of each cluster formed in the main datasets and mostly K Means allocate those dataset records to single clusters finally K-Means re- allocate each record in the dataset to similar clusters and re-calculate arithmetic means of every clusters in entire dataset. (Sarker, 2018) The flow chart of K- mean as below.

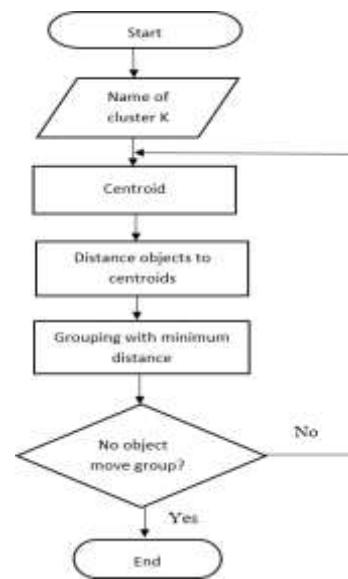


Figure 1:Flow Chart of K-mean

The proposed system promotes two-way communication, fosters best positive change and on behalf of that increases drive towards achieving individuals and organizational goals by reducing the percentage level of employee turnover.

And then from each platform; goal alignment, social recognition, continuous feedback, pay for performance, rewarding process, coaching and assessments employee will be predicted and evaluate for successful classification and moral up the employee and giving employees a satisfaction experience to improve their next day or next month goal and deliver their best. In this, the organizations people are indirectly becoming driver's seat of their development experience and using of agile performance management will empower the employees and teams to generate their own employee experience. After applying all above mention features the specialty is that 360-degree feedback to get the employees to gain a complete image of performance their own. In additional to that proposed system will convey private message to employees' mobile phone of informing weekly update of their performance of week to satisfy or increase the next day or weekly performance.

Moreover, into it the login authentication consists of admin and employee login and this will enable the simplification to users as some of the employees may be new to use a system as this. The main significant is if the system need more adjustments based on day to day activities and arising problems, the backend changing can be done using PHP language.

Finally, by empowering employees by performance evaluation system, outcome; reducing turnover will be accomplished as being positive to employees as well as organization by increasing profits.

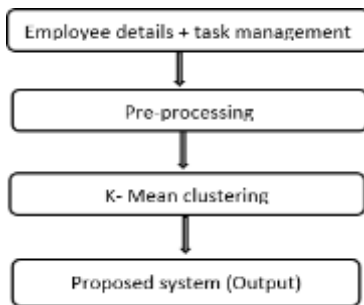


Figure 2: Process of identifying the solution

in order with the significance changes in technical solutions can be taken as; extract the employee’s performances using K-Mean clustering algorithm, predict analysis with modern techniques and modern methods, use Behaviorally Anchored Rating Scale [BARS] for evaluation, get employee feedbacks and coaching, agile performance reviews and support employees with strong competency foundation.

V. RESULT AND DISCUSSION

System implementation can be using the structure or the model of the during design and results of the system analysis to build up the system functionalities. Although the focus of this paper was to build a successful model with the initial system of talent management linking information and communication technologies for Eskimo Pvt Ltd for reducing employee turnover.

Results suggest that for decision makers in the organization begins and ends with building sophisticated information technology systems and that no further organizational change is required. Moreover, into that the first sight of the system may be slightly tough to work on with it but eventually it will be easy and more effective to use in management for better decision making.

Proposed system structure two-way authentication makes easy and vast in using the systems and it separated with every module. Likewise, admin login authentication enables employee evaluation part, employee evaluation part as they are top management, notifications, report generation task and finally promotion category. Full authority of adding, updating and deleting an employee is up to admin and this is basically for security issues. Otherwise lower level can be arising with problems

and it will directly impact on sensitive data of individual employees. Employee evaluation done with the main selected attributes according to Eskimo organization preferences because they are willing to have those attributes to make sure of employee performance.

The significant attribute; task management consist of net promoter score, key performance indicator, feedbacks, resource usage, attendance, target coverage, improvement and finally sales revenue generate. From evaluating employee’s performance through those attributes, it can gain more efficient and effective solutions for employee turnover as those are directly impact on employee’s job satisfaction. In report generation, employee overall performance can be measured and according to those results automatically a pie chart created to see actual performance of the employee and indicate which part should improve or lack. Based on those results and records promotions, training will be conducted at the accurate period. It enables automatically message informing their weekly performance which enables employees in driving seat of the organization.



Figure 3: Interface image on target summary

In employee login authentication, employee registration and notification parts will be done, and employee can give feedbacks suggestions on their daily routines. This enable friendly working background, improve positivity and hope of the organization.

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