

A STUDY ON EFFECTIVENESS OF 360 DEGREE PERFORMANCE APPRAISAL AT RORITO INTERNATIONAL PVT.LTD

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

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DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE

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BONAFIDE CERTIFICATE

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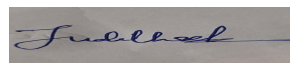
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DECLARATION

I **JASMIYA ROSHINI.S (41410134)** hereby declare that the Project Report entitled “**A STUDY ON EFFECTIVENESS OF 360 DEGREE PERFORMANCE APPRAISAL AT RORITO INTERNATIONAL PVT.LTD**” done by me under the guidance of **DR.D.VELUMONI** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE: 05/05/2023



PLACE: CHENNAI

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TABLE OF CONTENTS

CHAPTER NO	CHAPTERS	PAGE NO
	ABSTRACT	(i)
	LIST OF TABLES	(ii)
	LIST OF CHARTS AND FIGURES	(iii)
I	1.1 INTRODUCTION	1
	1.2 COMPANY PROFILE	2
	1.3 PRODUCT PROFILE	3
	1.4 INDUSTRY PROFILE	5
	1.5 OBJECTIVES	10
	1.6 NEED FOR THE STUDY	10
	1.7 SCOPE OF THE STUDY	11
II	REVIEW OF LITERATURE	12
III	RESEARCH METHODOLOGY	20
	3.1 RESEARCH DESIGN	21
	3.2 SAMPLE SIZE	21
	3.3 DATA SOURCES	21
	3.4 RESEARCH INSTRUMENTS	22
	3.5 SAMPLING	22
	3.6 CONVENIENCE SAMPLING	23
	3.7 SAMPLE FRAME	23
	3.8 SAMPLE DESIGN	23
	3.9 ANALYTICAL TOOLS	23
IV	DATA ANALYSIS AND INTERPRETATION	25
	4.1 PERCENTAGE ANALYSIS	25
	4.2 ANOVA	52
	4.3 T-TEST	54
V	FINDINGS, SUGGESTIONS AND CONCLUSION	55
	5.1 FINDINGS	55
	5.2 SUGGESTIONS	56
	5.3 LIMITATIONS	57
	5.4 CONCLUSION	57
	REFERENCES	58
	ANNEXURE I – QUESTIONNAIRE	60
	ANNEXURE II – RESEARCH ARTICLE	65

ABSTRACT

Performance Appraisal has been considered as the most significant and indispensable tool for an organization, for the information it provides is highly useful in making decisions regarding various personnel aspects such as promotion and merit increases. Performance measures also link information gathering and decision-making processes which provide a basis for judging the effectiveness of personnel subdivisions such as recruiting, selection, training and compensation. Accurate information plays a vital role in the organization as a whole. They help in finding out the weaknesses in the primary areas. Once the employee has been selected, trained and motivated, he is then appraised for his performance. Performance Appraisal is the step where the Management finds out how effective it has been at hiring and placing employees. If any problems are identified, steps are taken to communicate with the employee and remedy them.

LIST OF TABLES

TABLE NO.	TITLE	PAGE NO
4.1.1	AGE	25
4.1.2	GENDER	26
4.1.3	MARITAL STATUS	27
4.1.4	WORK EXPERIENCE	28
4.1.5	EDUCATION QUALIFICATION	29
4.1.6	AWARENESS ABOUT 360 DEGREE APPRAISAL MODEL	30
4.1.7	ARE EMPLOYEES AWARE OF THE OBJECTIVES OF PERFORMANCE APPRAISAL	31
4.1.8	INTEGRATES WITH INDIVIDUAL GOALS AND ORGANISATIONAL GOALS	32
4.1.9	PERFORMANCE APPRAISAL MODEL IN THE ORGANIZATION	33
4.1.10	FREQUENCY OF PERFORMANCE APPRAISAL IS CARRIED OUT IN ORGANISATION	34
4.1.11	ACCORDING TO EMPLOYEES, HOW OFTEN SHOULD PERFORMANCE REVIEW TAKE PLACE	35
4.1.12	DOES APPRAISAL GIVES A PROPER ASSESSMENT OF CONTRIBUTION TO ORGANISATION	36
4.1.13	HOW OFTEN DOES PERFORMANCE ASSESSMENT MATCHES TO EXPECTATIONS OF EMPLOYEES	37
4.1.14	SATISFACTION LEVEL WITH CURRENT APPRAISAL SYSTEM	38
4.1.15	AREAS THAT SHOULD BE IMPROVED	39
4.1.16	IMPORTANCE OF PERFORMANCE APPRAISAL TO AN EMPLOYEES	40
4.1.17	TRANSPARENCY RATING OF PA SYSTEM	41
4.1.18	DIFFERENCE OF OPINION ABOUT RATING WITH APPRAISER	42
4.1.19	NECESSARY FACTORS FOR APPRAISING THE EMPLOYEES	43
4.1.20	OPPORTUNITY FOR SELF REVIEW AND REFLECTION	44
4.1.21	IS FEEDBACK GIVEN ONCE APPRAISAL IS COMPLETED	45

4.1.22	IN WHAT WAY THIS FEEDBACK HELPS IN TO PERFORM EFFECTIVELY	46
4.1.23	PA IMPROVES MOTIVATION AND JOB SATISFACTION	47
4.1.24	IS PA ACCURATELY EVALUATING THE PERFORMANCE OF EMPLOYEES	48
4.1.25	PERFORMANCE APPRAISAL IN COMPANY IS USED FOR	49
4.1.26	RATE 360 DEGREE PERFORMANCE APPRAISAL MODEL	51
4.2	ONE- WAY ANOVA	52
4.3	T TEST	54

LIST OF FIGURES AND CHARTS

CHART NO.	TITLE	PAGE NO
	FIGURES	
1.3.1	BALLPOINT PEN	3
1.3.2	CD MARKERS	3
1.3.3	COLORING	3
1.3.4	COMBO PACKS	3
1.3.5	CORRECTION PEN	3
1.3.6	FOUNTAIN PENS	3
1.3.7	GEL PENS	3
1.3.8	GIFTING	3
1.3.9	GLUE STICKS	3
1.3.10	HANDY BOARD	4
1.3.11	HIGHLIGHTERS	4
1.3.12	MICRO TIP	4
1.3.13	PENCILS	4
1.3.14	PERMANENT MARKERS	4
1.3.15	RETRACTABLE PENS	4
1.3.16	ROLLER PENS	4
1.3.17	WHITE BOARD MARKERS	4
	CHARTS	
4.1.1	AGE	25
4.1.2	GENDER	26
4.1.3	MARITAL STATUS	27
4.1.4	WORK EXPERIENCE	28
4.1.5	EDUCATION QUALIFICATION	29
4.1.6	AWARENESS ABOUT 360 DEGREE APPRAISAL MODEL	30
4.1.7	ARE EMPLOYEES AWARE OF THE OBJECTIVES OF PERFORMANCE APPRAISAL	31

4.1.8	INTEGRATES WITH INDIVIDUAL GOALS AND ORGANISATIONAL GOALS	32
4.1.9	PERFORMANCE APPRAISAL MODEL IN THE ORGANIZATION	33
4.1.10	FREQUENCY OF PERFORMANCE APPRAISAL IS CARRIED OUT IN ORGANISATION	34
4.1.11	ACCORDING TO EMPLOYEES, HOW OFTEN SHOULD PERFORMANCE REVIEW TAKE PLACE	35
4.1.12	DOES APPRAISAL GIVES A PROPER ASSESSMENT OF CONTRIBUTION TO ORGANISATION	36
4.1.13	HOW OFTEN DOES PERFORMANCE ASSESSMENT MATCHES TO EXPECTATIONS OF EMPLOYEES	37
4.1.14	SATISFACTION LEVEL WITH CURRENT APPRAISAL SYSTEM	38
4.1.15	AREAS THAT SHOULD BE IMPROVED	39
4.1.16	IMPORTANCE OF PERFORMANCE APPRAISAL TO AN EMPLOYEES	40
4.1.17	TRANSPARENCY RATING OF PA SYSTEM	41
4.1.18	DIFFERENCE OF OPINION ABOUT RATING WITH APPRAISER	42
4.1.19	NECESSARY FACTORS FOR APPRAISING THE EMPLOYEES	43
4.1.20	OPPORTUNITY FOR SELF REVIEW AND REFLECTION	44
4.1.21	IS FEEDBACK GIVEN ONCE APPRAISAL IS COMPLETED	45
4.1.22	IN WHAT WAY THIS FEEDBACK HELPS IN TO PERFORM EFFECTIVELY	46
4.1.23	PA IMPROVES MOTIVATION AND JOB SATISFACTION	47
4.1.24	IS PA ACCURATELY EVALUATING THE PERFORMANCE OF EMPLOYEES	48
4.1.25	PERFORMANCE APPRAISAL IN COMPANY IS USED FOR	49
4.1.26	RATE 360 DEGREE PERFORMANCE APPRAISAL MODEL	51

CHAPTER 1

1.1 INTRODUCTION

A performance appraisal is a quarterly or annual evaluation of employee performance and productivity against company goals and objectives. The purpose of the appraisal is to help each employee succeed. The results of the appraisal can help determine promotions and raises or gauge areas where an employee needs to improve their skills.

360-Degree Feedback

- Including a self-service portal for employees, a question library and tools for taking surveys and giving feedback.
- The software's Employee Recognition feature allows everyone to check how they're progressing with the goals they've been assigned.
- The Employee Recognition feature also permits peer-to-peer recognition for when other employees recognize someone's doing a good job.
- This appraisal method where managers and employees together identify, plan, organize, and communicate objectives to focus on during a specific appraisal period. After setting clear goals, managers and subordinates periodically discuss the progress made to control and debate on the feasibility of achieving those set objectives. At the end of the review period (quarterly, half-yearly, or annual), employees are judged by their results. Success is rewarded with promotion and a salary hike whereas failure is dealt with transfer or further training

1.2 COMPANY PROFILE

Rorito International Private Limited is 28 years 1 month old Private Limited Indian Non-Government Company incorporated on 10 Feb 1995. Its registered office is in Chennai, Tamil Nadu, India.

Rorito International has been a pioneer in scripting revolution in the writing industry for the last three decades. Inking success with every brand and helping others ink their own success stories, is the saga of Rorito International. They have brought into the country, renowned brands from across the world in collaboration with global players. Over the years, they have equipped ourselves with the best of resources. Our human capital backed by technological expertise and sound solid experience has placed us on a fantastic pedestal. They have, for themselves, set benchmarks which are still unparalleled world over and that has helped them in providing ultimate consumer delight. With the Corporate National Responsibility of Making in India, we will become part of the larger movement to take not just us but the whole nation forward and proud in the global market. Partnering with Global pioneers and technology leaders, Rorito International offers the consumer a futuristic writing experience. Today, we are all set to soar into international skies with our vast stable of offerings ranging from the basic pen to the most advanced writing option, much to the delight of the writer.

RORITO is a complete range of world class writing instruments and stationery products which would enhance global standards of writing. Designed to offer the ultimate writing comfort and style, Rorito stands tall in delivering the quintessential of perfect writing.

Collaborating with Global pioneers in writing inclusive of Schneider, Germany, brings global technology in writing to this part of the world. The technological association gives Rorito instruments, perfection in every aspect of pen engineering. Style & finesse in the pen design lends beauty making every instrument a work of art. Ergonomic styling is the operative word which ensures that the pen looks good but also provides writing comfort. Long, smooth hours of easy writing make the experience a complete delight to every writer. In essence, Rorito is the smart choice of a global class technologically forward range of pens to please the writing sense.

1.3 PRODUCT PROFILE

The company manufactures writing instruments and pens, glue sticks, handy boards and other stationery products. gel pens, glue sticks, handy boards, markers, and pencils, G.M. Pens

1.3.1 BALLPOINT PEN



1.3.2 CD MARKERS



1.3.3 COLORING



1.3.4 COMBO PACKS



1.3.5 CORRECTION PEN



1.3.6 FOUNTAIN PENS



1.3.7 GEL PENS



1.3.8 GIFTING



1.3.9 GLUE STICKS



1.3.10 HANDY BOARD



1.3.11 HIGHLIGHTERS



1.3.12 MICRO TIP



1.3.13 PENCILS



1.3.14 PERMANENT MARKERS



1.3.15 RETRACTABLE PENS



1.3.16 ROLLER PENS



1.3.17 WHITE BOARD MARKERS



1.4 INDUSTRY PROFILE

A globally competitive manufacturing sector is India's greatest potential to drive economic growth and job creation this decade. Due to factors like power growth, long-term employment prospects, and skill routes for millions of people, India has a significant potential to engage in international markets. Several factors contribute to their potential. First off, these value chains are well positioned to benefit from India's advantages in terms of raw materials, industrial expertise, and entrepreneurship.

Second, they can take advantage of four market opportunities: expanding exports, localising imports, internal demand, and contract manufacturing. With digital transformation being a crucial component in achieving an advantage in this fiercely competitive industry, technology has today sparked creativity. Manufacturing sector in India is gradually shifting to a more automated and process driven manufacturing which is expected to increase the efficiency and boost production of the manufacturing industry.

India is gradually progressing on the road to Industry 4.0 through the Government of India's initiatives like the National Manufacturing Policy which aims to increase the share of manufacturing in GDP to 25 percent by 2025 and the PLI scheme for manufacturing which was launched in 2022 to develop the core manufacturing sector at par with global manufacturing standards.

Manufacturing has emerged as one of the high growth sectors in India. Prime Minister of India, Mr Narendra Modi, launched the 'Make in India' program to place India on the world map as a manufacturing hub and give global recognition to the Indian economy. Government aims to create 100 million new jobs in the sector by 2022.

MARKET SIZE

India's gross domestic product (GDP) at current prices stood at Rs. 51.23 lakh crore (US\$ 694.93 billion) in the first quarter of FY22, as per the provisional estimates of gross domestic product for the first quarter of 2021-22. The manufacturing GVA at current prices was estimated at US\$ 77.47 billion in the third quarter of FY22 and has contributed around 16.3% to the nominal GVA of during the past ten years. India has potential to become a global manufacturing hub and by 2030, it can add more than

US\$ 500 billion annually to the global economy. As per the economic survey reports, estimated employment in manufacturing sector in India was 5.7 crore in 2017-18, 6.12 crore in 2018-19 which was further increased to 6.24 crore in 2019-20. India's display panel market is estimated to grow from ~US\$ 7 billion in 2021 to US\$ 15 billion in 2025. As per the survey conducted by the Federation of Indian Chambers of Commerce and Industry (FICCI), capacity utilisation in India's manufacturing sector stood at 72.0% in the second quarter of FY22, indicating significant recovery in the sector.

INVESTMENT

Some of the major investments and developments in this sector in the recent past are:

- According to Department for Promotion of Industry and Internal Trade (DPIIT), India received a total foreign direct investment (FDI) inflow of US\$ 58.77 billion in FY 2021-22.
- Between April 2000-June 2022:
 - The automobile sector received FDI inflows of US\$ 33.53 billion.
 - The chemical manufacturing sector (excluding fertilisers) received FDI inflows worth US\$ 20.41 billion.
 - The drug and pharmaceutical manufacturing sector received FDI inflows worth US\$ 19.90 billion.
- In FY23 (until September 2022), the combined index of eight core industries stood at 142.8 driven by the production of coal, refinery products, fertilizers, steel, electricity and cement industries.
- In September 2022, the Manufacturing Purchasing Managers' Index (PMI) in India stood at 55.1
- In FY23 (until September 2022), export of top 10 major commodities (Engineering goods, Petroleum products, Gems and Jewellery, Organic and Inorganic chemicals, Drugs and Pharmaceuticals, Electronic goods, RMG of all

Textiles, Cotton Yarn/Fabs/Made-ups, Rice, Plastic and Linoleum) stood at US\$ 187.2 billion.

- In October 2022, EPFO added 16.94 lakh net subscribers.
- In October 2021, information technology major Zoho, announced that it will invest Rs. 50–100 crore (US\$ 6.7–13.4 million) and form a new company, that will focus on research and development (R&D) in the manufacturing sector.
- In August 2021, Wistron Corp. collaborated with India's Optimus Electronics to manufacture products such as laptops and smartphones, giving a major boost to the 'Make in India' initiative and electronics manufacturing in the country.
- In April 2021, Samsung started manufacturing mobile display panels at its Noida plant and plans to ramp up manufacturing IT display panels soon.
 - Samsung Display Noida, which has invested Rs. 4,825 crore (US\$ 650.42 million) to move its mobile and IT display manufacturing plant from China to Uttar Pradesh, has received special incentives from the state government.
- In April 2021, Bharti Enterprises Ltd. and Dixon Technologies (India) Ltd., formed a joint venture to take advantage of the government's PLI scheme for the manufacturing of telecom and networking products.

GOVERNMENT INITIATIVES

The Government of India has taken several initiatives to promote a healthy environment for the growth of manufacturing sector in the country. Some of the notable initiatives and developments are:

- In the Union Budget 2022-23:
 - Ministry of Defence has been allocated Rs. 525,166 crore (US\$ 67.66 billion)
 - The government allocated Rs. 2,403 crore (US\$ 315 million) for Promotion of Electronics and IT Hardware Manufacturing.

- The PLI for semiconductor manufacturing is set at Rs. 760 billion (US\$ 9.71 billion), with the goal of making India one of the world's major producers of this crucial component.
- The government approved a PLI scheme for 16 plants for key starting materials (KSMs)/drug intermediates and active pharmaceutical ingredients (APIs). The establishment of these 16 plants would result in a total investment of Rs. 348.70 crore (US\$ 47.01 million) and generation of ~3,042 jobs. The commercial development of these plants is expected to begin by April 2023.
- In November 2021, the Experts' Advisory Committee (EAC) of the Department for Promotion of Industry and Internal Trade approved Rs. 3 crore (US\$ 403,293.54) for the Atal Incubation Centre (AIC), Pondicherry Engineering College Foundation (PECF), under the Start-up India Seed Fund scheme.
- In September 2021, Prime Minister Mr. Narendra Modi approved the production-linked incentive (PLI) scheme in the textiles sector—for man-made fibre (MMF) apparel, MMF fabrics and 10 segments/products of technical textiles—at an estimated outlay of Rs. 10,683 crore (US\$ 1.45 billion).
- India outlines a plan in August 2021 to reach its goal of US\$ 1 trillion in manufactured goods exports.
- In July 2021, the government launched six technology innovation platforms to develop technologies and thereby, boost the manufacturing sector in India to compete globally.
- To propagate Make in India, in July 2021, the Defence Ministry issued a tender of Rs. 50,000 crore (US\$ 6.7 billion) for building six conventional submarines under Project-75 India.
- In May 2021, the government approved a PLI scheme worth Rs. 18,000 crore (US\$ 2.47 billion) for production of advanced chemical cell (ACC) batteries; this is expected to attract investments worth Rs. 45,000 crore (US\$ 6.18 billion) in the country, and further boost capacity in core component technology and make India a clean energy global hub.

- The Mega Investment Textiles Parks (MITRA) scheme to build world-class infrastructure will enable global industry champions to be created, benefiting from economies of scale and agglomeration. Seven Textile Parks will be established over three years.
- The government proposed to make significant investments in the construction of modern fishing harbours and fish landing centres, covering five major fishing harbours in Kochi, Chennai, Visakhapatnam, Paradip, and Petuaghat, along with a multipurpose Seaweed Park in Tamil Nadu. These initiatives are expected to improve exports from the textiles and marine sectors.
- The 'Operation Green' scheme of the Ministry of the Food Processing Industry, which was limited to onions, potatoes and tomatoes, has been expanded to 22 perishable products to encourage exports from the agricultural sector. This will facilitate infrastructure projects for horticulture products.

ROAD AHEAD

India is an attractive hub for foreign investments in the manufacturing sector. Several mobile phone, luxury and automobile brands, among others, have set up or are looking to establish their manufacturing bases in the country. The manufacturing sector of India has the potential to reach US\$ 1 trillion by 2025. The implementation of the Goods and Services Tax (GST) will make India a common market with a GDP of US\$ 2.5 trillion along with a population of 1.32 billion people, which will be a big draw for investors. The Indian Cellular and Electronics Association (ICEA) predicts that India has the potential to scale up its cumulative laptop and tablet manufacturing capacity to US\$ 100 billion by 2025 through policy interventions. One of the initiatives by the Government of India's Ministry for Heavy Industries & Public Enterprises is SAMARTH Udyog Bharat 4.0, or SAMARTH Advanced Manufacturing and Rapid Transformation Hubs. This is expected to increase competitiveness of the manufacturing sector in the capital goods market. With impetus on developing industrial corridors and smart cities, the Government aims to ensure holistic development of the nation. The corridors would further assist in integrating, monitoring and developing a conducive environment for the industrial development and will promote advance practices in manufacturing.

1.5 OBJECTIVES

PRIMARY OBJECTIVES

To understand the Effectiveness of 360 Degree Performance Appraisal System practiced in Rorito International Pvt Ltd

SECONDARY OBJECTIVES

- To identify the factors inducing to increase the performance of an employee.
- To find out the employees' awareness & level of satisfaction about the Performance Appraisal practiced in the organization
- To analyse the factors necessary for appraising the employees.
- To provide suggestions to the management in improving Performance Appraisal System.

1.6 NEED FOR THE STUDY

The study enables to have access on various facts of the business. This helps in understanding the need for the importance and advantage of performance appraisal system in the business firms, this study gives the exposure to our minds to the integrated management of Human Resource in the various operations, techniques and the methodologies adopted by the business firms.

Performance appraisal is a systematic process of assessing an individual employee's job performance. It is necessary to identify the strengths and weakness of employees to place right place in right job.

The organization should perform performance appraisal to the employees so that it increases their work efficiency and potential areas which gives effective results in success of the organization.

1.7 SCOPE OF THE STUDY

The study was done to understand the performance system at Rorito international pvt ltd. The study mainly concentrates on how the company helps in improving feedback to employees so that they come to know where they stand and can also improve their job performance. The present study is conducted in rorito ltd where in the matters related to performance appraisal is taken into consideration. It covers the employees belonging to various segments. The area within which the study was conducted regarding the information of primary data which is collected from the employees of rorito. To sum up the project had within the scope the study in the area of A study on performance appraisal in rorito Chennai for a particular time period.

CHAPTER 2

INTRODUCTION

360 Degree appraisal feedback is a process that allows an employee to understand their strengths and weaknesses. In this Feedback system, the employer and other staff members like co-workers, peers, subordinates, and people that share the same work environment, provide feedback to an employee. They analyse their performance and share tips to improve or better it.

REVIEW OF LITERATURE

- **Abteen Ijadi Maghsoodi (2018)** The selection of appropriate Performance Appraisal (PA) techniques and financing scales for organisations in today's dynamic and agile environments is a challenging subject. Performance appraisal has evolved into a strategic strategy to merging company policies with human resource activities in modern enterprises. Finally, the selected optimal method used in the case study and results are displayed and detailed with a thorough example after determining the ideal PA technique, which is 360-degree feedback.
- **Ellen V Rubin and Amani Edwards (2018)** analyzed that efficiency of performance appraisal programs and connection among the appraisal arrangement and appraisal prejudice complaint. For fulfillment of any performance appraisal process worker perceptions of the fairness of critiques of performances is fundamental and from performance appraisal and suitable coaching and voice possibilities helps in growing of appraisal discrimination complaints. So, for better efficiency appraisal process, the focus will have to be on making improvements to the interpersonal verbal exchange as an alternative than redesigning the appraisal systems.
- **Sing and Vadivelu (2016)** cite Sheelam and Ravindran's (2014) research on the formal and informal enterprises and offshore financial institutions in India, intended to ascertain the validity of the present PA scheme. The survey

revealed a strong relationship between evenhandedness in PA scoring and contentment of employees in general. An evaluation scheme will be unsuccessful if workers do not have confidence in its impartiality (Levy and Williams, 2004), mentioned by Sing and Vadivelu (2016).

- **Sing and Vadivelu's (2016)** view seems to be in line with Chowdhury's. They point to Jain and Ratnam (1994) who maintain that 'hierarchy and inequality' characterize Indian custom and to Kanungo and Mendonca (1994) who emphasize that in India, workers consider their ties with their supervisors more important than the requirements of their tasks. What is more, they maintain a dependency on their supervisors in their personal affairs. They refer to the work of Varma et. al., on industries in India, which established that PA process, is affected by the rapport between workers and their managers.
- **Radebe (2015)** referring to Maila (2006) posits that in South Africa, as elsewhere, the people and the authorities are turning the screws on provincial governments to improve their performance. Local councilors in South Africa are consequently adopting PASs since it is assumed that they are effective in enhancing the output and the progress of workers. Furthermore, PAs give opinion about achievement to works and their establishments to enable them address any reported shortcomings. The productivity of each individual worker is essential in the overall achievement of the targets any institution (Seotlela and Miruka, 2014).
- **M. Z Iqbal, S Akbar & P. Budhwar (2015)** analyzed that performance appraisal techniques and their packages act as an administration manage tools for attaining or for implementation of organizational targets and organizational efficiency. Performance appraisal is worthwhile for making improvements to worker performances and even reaching organizational pursuits.
- **James R Harrington (2015)** identified that human useful resource administration establishes both an effective and a fair performance appraisal process and it additionally deals with quite a lot of organizational and psychological reasons which have an effect on employee's notion of performance appraisal equity, peculiarly in public companies. The study additionally focuses on regards to the expectations between a worker and that of a service provider and what each gives and expects in return from the other.

- **Dwomoh et. al., (2014)**, citing Prahalad & Hamel (2010), maintain that in spite of the long standing awareness of the significance of the labor force to the progress of enterprises, over 80 percent of the companies reviewed in the UK indicate a certain disappointment with the PAS, pointing out that it is unable to inspire workers.
- **Longenecker, Frink and Caldwell (2014)** conducted a study on current US trends in formal performance appraisal process in a cross section of manufacturing firms and service firms in their study the authors identified the current trends that have emerged from improved opportunities that exists for companies that are currently engaged in the practice of formally appraising their employees. Their study targeted 183 firms in the US that were reviewed by a panel of three people and their contents were analyzed to identify the formal performance appraisal process, rating and procedure to opportunity for improvement. The data obtained to form the actual formal performance appraisal process of organizations were rather limited and the researchers provided critical insights into the current practice limiting potential generalizability. The social implication of the study suggests that companies can do a much better job of equipping their staff to more effectively reap the organizational benefits of this key practice (Longenecker, Frink, & Caldwell, 2014).
- **Kanfer R., Sawyer & J Early (2014)** studied in regards to the more than a few goal settings in the performance appraisal interviews. In this study, quite a lot of information was accrued through video - recording type of interviews centered on the efficiency value determinations from public sector businesses. This article usually makes a specialty of the function of writing and choosing the fashioned targets for the progress of future.
- **Manish Khanna(2014)** Performance appraisal is significant since it is an important part of any company's human resource strategy. Managing individual and team performance to accomplish corporate goals has a clear value. Performance appraisal is a significant instrument in the hands of personal management because it achieves the department's major goal of appraising the individual's worth, which is the major goal of the department of people development. Employees and their supervisors can collaborate to improve job

results and satisfaction through the performance management process. When both the employee and the supervisor take an active role and work together to achieve the organization's goals, this approach is most effective. The management and the employee meet once a year for an appraisal. However, various trends are altering the appraisal's style and interaction. The authors reviewed certain unstructured appraisal methodologies, classic methodologies, and new performance appraisal strategies in this paper.

- **Angelo DeNisi & Caitlin E. Smith(2014)** Researched the design and implementation of performance assessment and management systems to improve efficiency. The study focuses on a model that demonstrates how enhanced performance requires solid HR practises, fair assessment systems, effective performance management, and a clear understanding of an organization's overall strategic goals. The model is supported by three pillars: motivation, evaluation, and results management. The model depicts a perception of a relationship between effort put in and expected outcomes, as well as a perception of a relationship between the achieved result and the expected level of assessment, and a perception of a link between the level of evaluation and the evaluation's outcome.
- **Ashima Aggarwal, Gour Sundar Mitra Thakur (2013)** performed a review of performance appraisal methods Ranking, Graphic Rating Scale, Critical Incident, Narrative Essays, Management by Objectives, Assessment Centers, BARS, 360 Degree, and 720 Degree are some of the performance appraisal approaches discussed, as well as their benefits and drawbacks. The traditional method of performance appraisal or the modern method of performance appraisal are used by the organisations. After the research, the authors came to the conclusion that determining whether methodology is better than another is challenging because it relies on the nature and size of the organisation. Each methodology has its advantages and disadvantages.
- **Yoganandan, Saravanan and Priya (2013)** A pilot study of 56 employees focused on the performance evaluation system and the organization's growth. It looked at how the present PAS aids employee career development as well as employee participation in the performance evaluation process. The current evaluation method, which uses the IBHAR software, is well received by

employees. Participation of employees in the development of performance assessment goals and priorities. The value of an employee's strengths and faults is underlined during the appraisal process. The result is good, indicating that employees are always improving in order to reach the company's growth goals.

- **Ashima Aggarwal, Gour Sundar Mitra Thakur (2013)** conducted a review on the methods of performance appraisal. After the research, the authors came to the conclusion that determining whether one methodology is better than another is challenging because it relies on the nature and size of the organisation. Every methodology has its own pros and cons. (AggarwalAshima&MitraThakurGour., 2013)
- **Venclova Katerina (2013)** The article focuses on employee performance appraisal methods used in Czech agricultural enterprises. The first section of the article looks into the theoretical underpinnings of the term "formal appraisal" as well as employee performance appraisal methodologies as described by Czech and international experts. Agricultural firms use these methods in particular because the results are applied to other aspects of human resource management, such as the reward system and staff planning. In statistical terms, the relationship between agricultural organisations' approach of employee performance appraisal based on predefined goals and personnel planning (a human resources management area) has been established (p-value: 0.03, Phi coefficient: 4.578).
- **Zhang, Zheng and Li (2012)**, conducted a study on performance appraisal process and organizational citizenship behaviour. The objective of their study was examine how performance appraisal process is associated with organizational citizenship behaviour, the study was anchored on two theories namely impression management theory and social exchange theory, the study used commitment as mediator and rating reward as moderator. The researchers used a multi source sample of 777 and examined the mediating role of affective commitment with structural equation modeling and Sobel tests and the moderating role of rating – reward linkage with ordinary least squares regression model. The study found out that there is a relationship between performance appraisal process and organizational citizenship behaviour

mediated by affective commitment and perceived rating reward linkage strengthened the direct association between organizational citizenship and performance appraisal process where as it weakened the relationship between affective commitment and appraisal process (Zhang, Zheng, & Li, 2012)

- **T. T. Selvarajan, Peggy A. Cloninger (2011)** analyzed that employee's reaction with association linking performance appraisal traits and apparent responses of employees to appraisal characteristics and appraisal outcomes. As result hypothesized that multi-supply appraisals, value determinations used for administrative and developmental value determinations and value determinations that have a high degree of suggestions richness would lead to extra alleged accuracy and perceived equity of appraisals.
- **Kuvaas (2011)** carried a research on the interactive role of performance appraisal reactions and regular feedback and his intentions were to test the relationship between performance appraisal reactions and staff outcomes in terms of affective organizational commitment and workplace performance. His study established that perceived helpfulness of performance appraisal was directly related to affective commitment and the relations between performance appraisal and work performance was significant only for employees reporting higher levels of perceived regular feedback. At the same time the relationship between performance appraisal reactions and work performance was moderated by regular feedback that's suggest formal performance appraisal cannot compensate for low levels of regular feedback (Kuvaas, 2011).
- **Michal Biron, Elaine Ferndale & Jape Paawwe (2011)** analyzed that the success of the performance appraisal method may rely on learn how to control the workers' perceptions of its fairness and no longer the fairness, so the function of performance value determinations acts as a motivational software for performance appraisal and it describes that efficiency of perceived fairness of performance appraisal programs.
- **David. E. Guest (2011)** studied that utilization of performance appraisal applications as an administration control device for actualizing hierarchical objectives is intricate for the intent of growing performances within the corporations and it explains various forms of plans and reasons that offers with the performance appraisals.

- **Rocio de Andres (2010)** looked into Distance function approaches are used to evaluate performance. Some companies use performance appraisal to analyse their employees' efficiency and production in order to plan their promotion, wage, and layoff policies, among other things. Initially, only the executive staff carried out this procedure, but it has since grown into an evaluation process based on the opinions of many reviewers, supervisors, collaborators, consumers, and the employees themselves (360-degree method). In this way, the authors suggested a mechanism for aggregating individual valuation in a framework measure in order to achieve a global evaluation for each employee. The underlying optimization problems can be simplified to a fairly simple Extended Goal Programming formulation in this application.
- **North (2010)** stress that a number of professionals prefer to pay attention to the skills advancement of employees in PA rather than on their salary, that they consider any connection to remuneration as downplaying the vital role of staff development. They observe that linking PA to pay is condemnatory, retaliatory and distressing. For instance, North states that workers whose appraisal reports are not satisfactory are likely to contest it as this would not support their expectation of climbing up the staff ladder and getting a higher salary. Unfavorable evaluation feedback could bring on bitterness, dampen spirits, disturb harmony at the place of work and reduce output.
- **Muslin Lee, Byoungso Son (2010)** studied that whether or not an employee appraisal evaluation honestly changes employees' subsequent performance so the influence for this was once longitudinal analyses to reap contradicting outcome. Extra longitudinal reports have been done. A suite of knowledge gathered from an electrical and power company was taken, and observed that, although each and every of the three measures of appraisal overview content that is the measure to which, for the duration of the appraisal assessment, (1) staff have possibility to take part in discussion, (2) ambitions are certainly set and (3) profession problems was once significantly regarding the staff' reactions to the overview, none of them had a positive impact on the next job performance.
- **Yee C. C. and Y.Y.Chen(2009)**The Multifactorial Evaluation Model was studied in relation to the Performance Appraisal System. Employee performance

evaluation is critical in managing an organization's human resource. Maintaining talented knowledge workers is crucial as the economy shifts to information-based capitalism. However, deciding whether a performance is "excellent," "bad," or "average" is a difficult issue for management. Furthermore, in the absence of a formal appraisal system, superiors may prefer to rate their subordinates' work performance informally and arbitrarily. The proposed methodology is for assessing employee performance based on predetermined performance appraisal criteria. The project was a partnership with one of Malaysia's leading information and communication technology companies on its performance rating procedure.

- **Robinson and Fink (2009)** established that there are a number of flaws in the evaluation process. However, formal performance appraisal programmes have often yielded disappointing and unsatisfactory results. According to Robinson and Fink (2009) performance appraisal should be abandoned as the last hope as they outline pitfalls and problems as evidence and at the same time consider the potentials of performance appraisal programmes. The issues should not dwell on whether to scrap but rather it should be to make them better. The irony is that time becomes an enemy when performance appraisal feedback are not dealt with openly. In order to prevent the larger problem continuous feedback and documentation are very important. One reason for failure is that firms often select extensively from the wide battery of available performance appraisal techniques without really thinking about which particular technique is best suited to a particular appraisal objective.

CHAPTER 3

RESEARCH METHODOLOGY

Fundamental to the success of any formal marketing research project is a sound research design. A good research design has the characteristics of problem definition, specific methods of data collection and analysis, time required for research project and estimate of expenses to be incurred. The function of a research design is to ensure that the required data are collected accurately and economically. A research design is purely and simply the framework or plan for an analysis of data. It is a blue print that is followed in completing a study. It resembles the architect's blue-print (map) for constructing a house. It may be worthwhile to mention here that a research design is nothing more than the framework for the study ensures that the study will be relevant to the problem and the study will employ economical procedures.

Claire seltizetal defines Research Design as "Research design is a catalogue of the phases and facts relating to the formulation of a research effort. It is the arrangement of collection and analysis of data in a manner that aims to combine relevant to the research purpose with economy in procedure".

Three important about research design are

1. The design of investigation should stem from the problem
2. Whether the designs are productive in a given problem setting depends on how imaginatively they are applied. An understanding of the basic design is needed so that they can be modified to suit specific purpose
3. The three basic designs are as follows
 - i. Exploratory Research design
 - ii. Descriptive Research design
 - iii. Casual Research design

The Research design used in the study is descriptive research design

3.1 RESEARCH DESIGN

Descriptive research design is also called explanatory design. This is the one that simply describes something such as demographic characteristics. The descriptive study is typically concerned with determining frequency with which something occurs or how two variables vary together.

3.2 SAMPLE SIZE

It refers to the number of elements of the population to sample. The sample size chosen for the survey is 150.

3.3 DATA SOURCES

After identifying and defining the research problem and determining specific information required to solve the problem, the researcher's task is to look the type and sources of data which may yield the desired results. Data sources are of two types through which data is collected.

Data sources may be classified as

1. Primary data
2. Secondary data

PRIMARY DATA

Primary data is the original data collected by the researcher first hand. It is collected for the first time through field survey. These are those that are gathered specifically, for the problem at hand. The various sources for collecting primary data are questionnaire, observation, interview etc. The primary source used for the study is questionnaire.

SECONDARY DATA

Secondary data is the information which is already available in published or unpublished form. When the needed information is collected from the census of population available in a library means then it is a secondary data. It is also used for collecting historical data. The various sources of secondary data are books, periodicals, journals, directories, magazines, statistical data sources etc. The secondary source used for this study is company profile, scope, need, review of literature.

3.4 RESEARCH INSTRUMENTS

Research instrument are the instruments which is used for gathering or collecting information. The instruments used in the study are

1. Direct questions
2. Close end questions
3. Dichotomous questions
4. Multiple choice questions

DIRECT QUESTIONS

Direct questions are just what their names indicate. They explicitly ask for the desired data. However, the directness of the question also relates to the way a response is interpreted.

CLOSE END QUESTIONS

Such questions are also called fixed alternative questions they refer to those questions in which the respondent is given a limited number of alternative response frame which he/she is to select one that most closely matches his/her opinion or attitude.

DICHOTOMOUS QUESTIONS

A dichotomous question refers to one which offers the respondent a choice between only two alternatives and reduces the issue to its simple terms. The fixed alternatives are of the type, yes/no, agree/disagree, true/false etc.

MULTIPLE CHOICE QUESTIONS

A multiple-choice question refers to one which provides several set alternatives for its answers. Thus, it is a middle ground between free answers and dichotomous question.

3.5 SAMPLING

Collecting data about each and every unit of the population is called census method. The approach, where only a few units of population under study are considered for analysis is called sampling method. There are two main categories under which various sampling method can be put.

The two categories are

1. Probability sampling
2. Non-probability sampling

The sampling method adopted for the study is convenience sampling under non-probability sampling.

NON-PROBABILITY SAMPLING

In non-probability sampling, the chance of any particular unit in the population being selected is unknown, since randomness is not involved in the selection process. But this does not mean that the findings obtained from non-probability sampling are of questionable value. If properly conducted their findings can be accurate as those obtained from probability sampling. The three frequencies used non-probability designs are

1. Judgment sampling
2. Convenience sampling
3. Quota sampling

3.6 CONVENIENCE SAMPLING

In this method, the sample units are chosen primarily on the basis of the convenience to the investigator. The units selected may be each person who comes across the investigator.

3.7 SAMPLE FRAME

A Sample frame may be defined as the listing of the general components of the individual units that comprise the defined population.

3.8 SAMPLE DESIGN

Sample design is the theoretical basis and the practice means by generalizing from characteristics of relatively few of the comprising population. It is the method by which the sample is chosen.

3.9 ANALYTICAL TOOLS

ANOVA

ANOVA is to test for differences among the means of the population by examining the amount of variation within each sample, relative to the amount of variation between the samples. Analyzing variance tests the hypothesis that the means of two or more populations are equal.

$$F = \text{MSB} / \text{MSE}$$

T-TEST

A *t* test is a statistical test that is used to compare the means of two groups. It is often used in hypothesis testing to determine whether a process or treatment actually has an effect on the population of interest, or whether two groups are different from one another.

PERCENTAGES

Percentages refer to a special kind of ratio. Percentages are used in making comparison between two or more series of data. Percentages are used to describe relationships; it is expressed as.

$$\text{Percentage} = (\text{no of employees} / \text{total no of employees}) 100$$

CHARTS

Charts are graphic displays of data for easy understanding of relative positions that is not always possible with descriptive words or numbers. Types of charts commonly used in business data presentation are: Bar and pie.

BAR CHARTS

The bar chart is commonly used for presentation of qualitative data. The data can be continuous or discrete data, which are plotted against discrete data intervals. The vertical bar diagram, also called bar chart where the length or height of bars represent the numerical value of the event or measurement. Width or gap between the bars is of no significance to the bar chart data, but they are uniform in a diagram.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

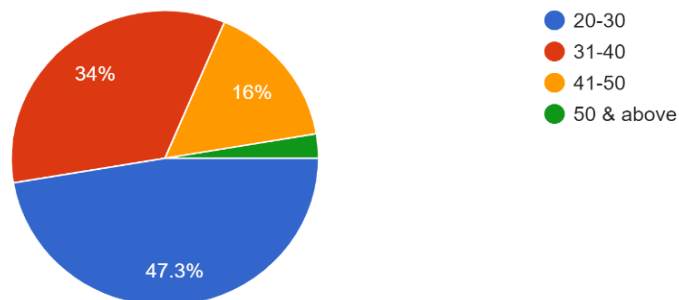
4.1 PERCENTAGE ANALYSIS

4.1.1 Table Showing Percentage of Age

AGE	TOTAL	PERCENTAGE
20-30	71	47.3%
31-40	51	34%
41-50	24	16%
50&ABOVE	4	2.7%
TOTAL	150	100%

4.1.1 Chart Showing Percentage Of Age

Age
150 responses



Interpretation

Analysis clearly states that most of the respondents working in the company has an years of experience in their field of work in the concerned department and the diagram also shows the age of respondents, by this, we can analyze that 71 employees are between the age group of 20-30, 4 employees are between the age of 50 years and above and 51 number of employees are between the age of 31-40 years. Thus, a large amount of the employees is experienced.

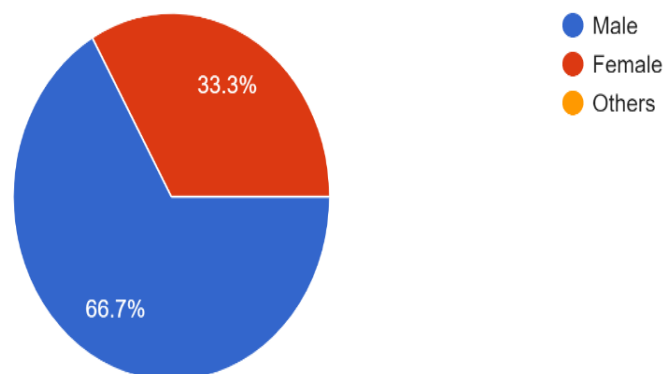
4.1.2 Table Showing Percentage of Gender

GENDER	TOTAL	PERCENTAGE
MALE	100	66.7%
FEMALE	50	33.3%
TOTAL	150	100%

4.1.2 Chart Showing Percentage of Gender

Gender

150 responses



Interpretation

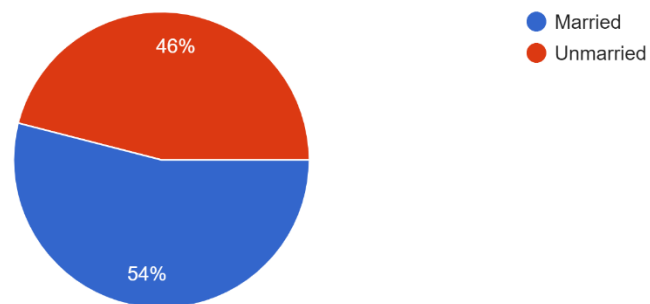
From the above table shows that 66.7% of the respondents are male employees working at rorito and 33.3% of the respondents are Female employees working at rorito.

4.1.3 Table Showing Percentage of Marital Status

RESPONSES	TOTAL	PERCENTAGE
Married	81	46%
Unmarried	69	54%
Total	150	100%

4.1.3 Chart Showing Percentage of Marital Status

Marital Status
150 responses



Interpretation

From the above table shows that 54% of the respondents are married and 46% unmarried are working at Rorito.

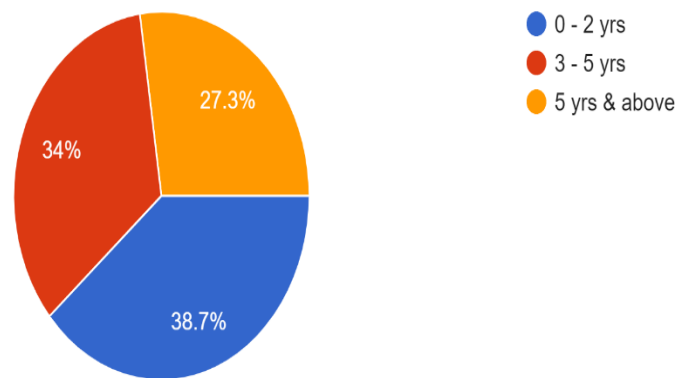
4.1.4 Table Showing Percentage of Work Experience

YEARS	TOTAL	PERCENTAGE
0-2	58	38.7%
3-5	51	34%
5&ABOVE	41	27.3
TOTAL	150	100%

4.1.4 Chart Showing Percentage of Work Experience

Work Experience (in years)

150 responses



Interpretation

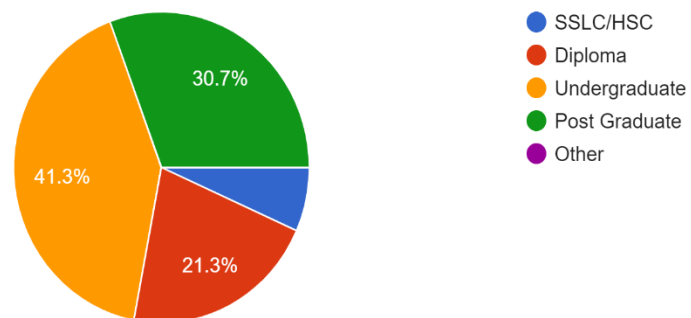
Most of the employees in the organization have a well verse experience in the organization as they have been working for a greater number of years in the same company and providing service to their company. It clears shows that employees enjoy the work culture and ambiance of Rorito and hence have been working in the company for years.

4.1.5 Table Showing Percentage of Educational Qualification

QUALIFICATION	TOTAL	PERCENTAGE
SSLC/HSC	10	6.7%
DIPLOMA	32	21.3%
UNDER GRADUATE	62	41.3%
POST GRADUATE	46	30.7%
TOTAL	150	100%

4.1.5 Chart Showing Percentage of Educational Qualification

Educational Qualification
150 responses



Interpretation

From the table it is observed that 41.3% of the employees are Under Graduates, 30.7% are Post Graduates, 21.3% are Diploma holders and the rest being Higher Secondary respectively.

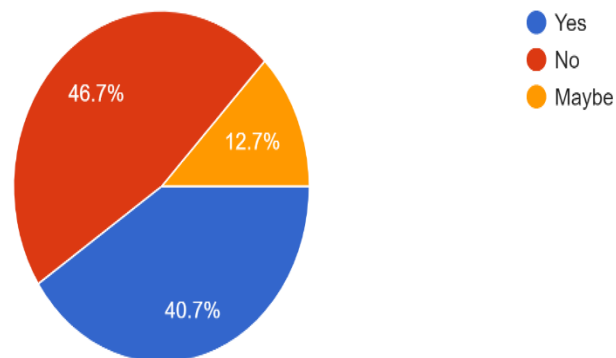
4.1.6 Table Showing Percentage of Awareness About 360 Degree Appraisal Model

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Yes	61	40.7%
No	70	46.7%
Maybe	19	12.7%
TOTAL	150	100%

4.1.6 Chart Showing Percentage of Awareness About 360 Degree Appraisal Model

Were you informed about the 360 Degree Performance Appraisal model, used in the Organization, during your induction?

150 responses



Interpretation

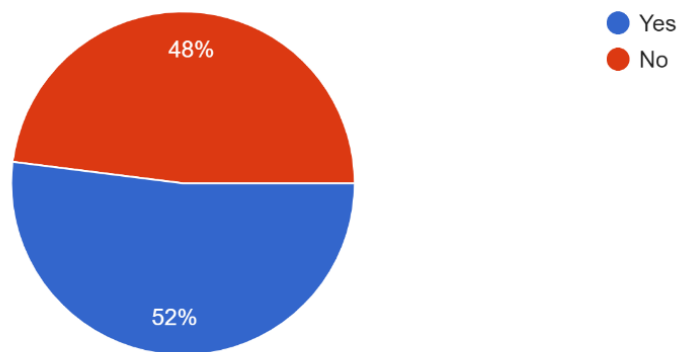
The above analysis infers that 61 of the respondents stated they are aware of workflow of appraisal system in Rorito. And 70 of them are not aware of the system and 19 of them are not sure.

4.1.7 Table Showing Percentage of Employees Aware of The Objectives of Performance Appraisal

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Yes	78	52%
No	72	48%
TOTAL	150	100%

4.1.7 Chart Showing Percentage of Employees Aware of the Objectives of Performance Appraisal

Are you aware of the objectives of performance appraisal system in your organization?
150 responses



Interpretation

From the above table it is observed that 52% are aware of the performance appraisal in the organization, 48% are not aware of the appraisal.

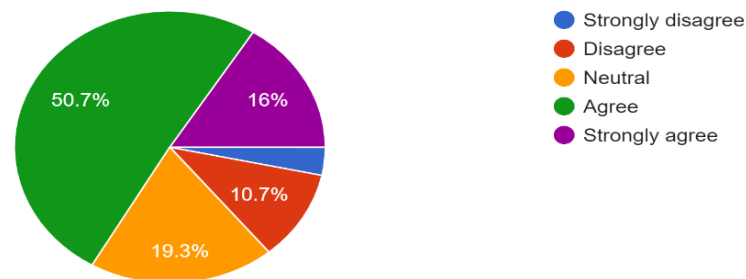
4.1.8 Table Showing Percentage of Integrates with Individual Goals and Organisational Goals

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Strongly agree	24	16%
Agree	76	50.7%
Neutral	29	19.3%
Disagree	16	10.7%
Strongly disagree	5	3.3%
TOTAL	150	100%

4.1.8 Chart Showing Percentage of Integrates with Individual Goals and Organisational Goals

Do you agree that performance appraisal system helps in the integration of individual goals and organizational goals?

150 responses



Interpretation

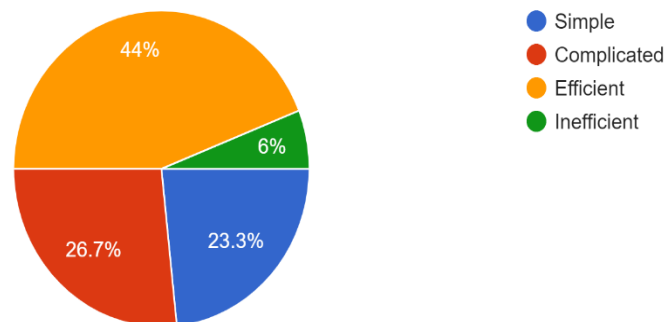
From the above table it is evident that 50.7% of them agrees that performance appraisal helps to integrate with individual goals and organizational goals and 19.3% strongly feel performance appraisal helps to integrate with individual goals and organizational goals.

4.1.9 Table Showing Percentage of Performance Appraisal Model in The Organization

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Simple	35	23.3%
Complicated	40	26.7%
Efficient	66	44%
Inefficient	9	6%
Total	150	100%

4.1.9 Chart Showing Percentage of Performance Appraisal Model in The Organization

How do you find the Performance Appraisal Model in this Organization?
150 responses



Interpretation

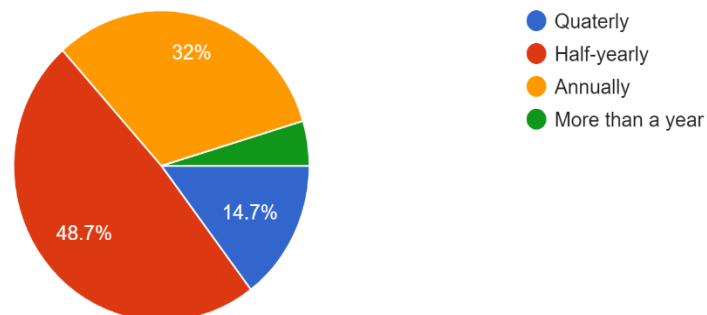
From the above table it is evident that 44% of them agrees that performance appraisal is efficient and 26.7% feels performance appraisal is complicated .

4.1.10 Table Showing Percentage of Frequency Of Performance Appraisal Is Carried Out In Organisation

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Quarterly	22	14.7%
Half yearly	73	32%
Annually	32	48.7%
More than a year	7	4.7%
Total	150	100%

4.1.10 Chart Showing Percentage of Frequency Of Performance Appraisal Is Carried Out In Organisation

How frequently the performance appraisal is carried out in your organization?
150 responses



Interpretation

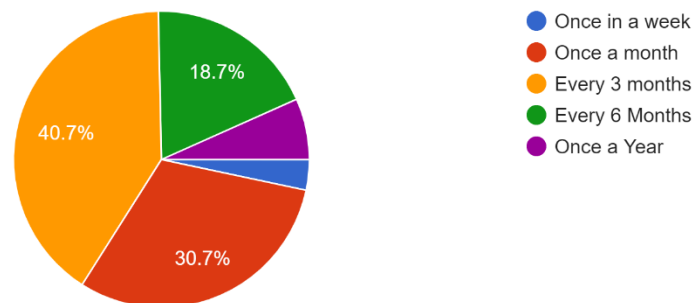
From the above table 48.7% have agreed that the performance appraisal review is carried out in half yearly and 32% have gave for annually.It also depends on the project period for reviewing performance.

4.1.11 Table Showing Percentage of According To Employees, How Often Should Performance Review Take Place

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Once in a week	5	3.3%
Once a month	46	30.7%
Every 3 months	61	40.7%
Every 6 months	28	18.7%
Once a year	10	6.7%
Total	150	100%

4.1.11 Chart Showing Percentage of According To Employees, How Often Should Performance Review Take Place

According to you, how often should the Performance Review take place?
150 responses



Interpretation

The majority want (i.e. 40.7% which includes the frequency of the appraisal to every 3 months). The employees say that the longer the frequency between appraisals, the more the chances of the appraisal not matching up to their expectations because many performances get overlooked. If the appraisal is done on a more frequent basis, the employee has a chance to find out the gaps in his / her performance on a more regular.

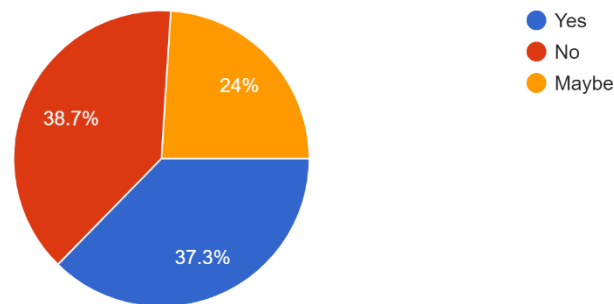
4.1.12 Table Showing Percentage of Does Appraisal Gives a Proper Assessment Of Contribution To Organization

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Yes	56	37.3%
No	58	38.7%
Maybe	36	24%
Total	150	100%

4.1.12 Chart Showing Percentage of Does Appraisal Gives A Proper Assessment Of Contribution To Organization

In your opinion, does the Performance Appraisal System give a proper assessment of your contribution to the Organization?

150 responses



Interpretation

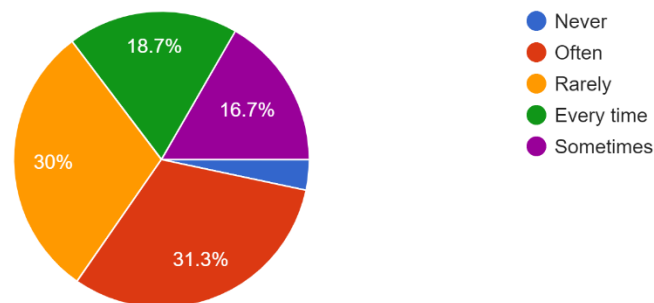
The satisfaction level of the Appraisal system is quite high as can be seen from the graph. This is a good sign as increased level of satisfaction is the main emphasis of any appraisal system. The curve tops at the rating of high and this includes about 37.3% of the population. The high Satisfaction level in the System could also be due to various reasons like monetary or non-monetary incentives or growth parameters. The satisfaction level also brings to light the efficiency of the management in devising an acceptable Appraisal system.

4.1.13 Table Showing Percentage of How Often Does Performance Assessment Matches to Expectations of Employees

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Never	5	3.3%
Often	47	31.3%
Rarely	45	30%
Every time	28	18.7%
Sometimes	25	16.7%
Total	150	100%

4.1.13 Chart Showing Percentage of How Often Does Performance Assessment Matches to Expectations of Employees

How often does your Performance assessment match to your expectations?
150 responses



Interpretation

The breakup of the data clearly shows that 31.3% of the entire sample state that their appraisal matches their expectations and appraisal rarely matches up to their expectations is about 30% of the population. That shows that 80% are satisfied with the present system even though this includes satisfaction in varying degrees like the appraisal matches up to the respondents expectations sometimes, often or every time.

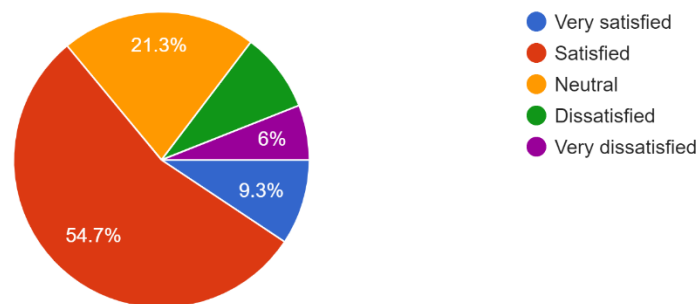
4.1.14 Table Showing Percentage of Satisfaction Level with Current Appraisal System

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Very satisfied	14	9.3%
Satisfied	82	54.7%
Neutral	32	21.3%
Dissatisfied	13	8.7%
Very dissatisfied	9	6%
Total	150	100%

4.1.14 Chart Showing Percentage of Satisfaction Level with Current Appraisal System

What is your Satisfaction level with the current Appraisal System?

150 responses



Interpretation

The satisfaction level of the Appraisal system is quite high as the curve tops at the rating of high and this includes about 54.7% of the population. The high Satisfaction level in the System could also be due to various reasons like monetary or non-monetary incentives or growth parameters. The satisfaction level also brings to light the efficiency of the management in devising an acceptable Appraisal system.

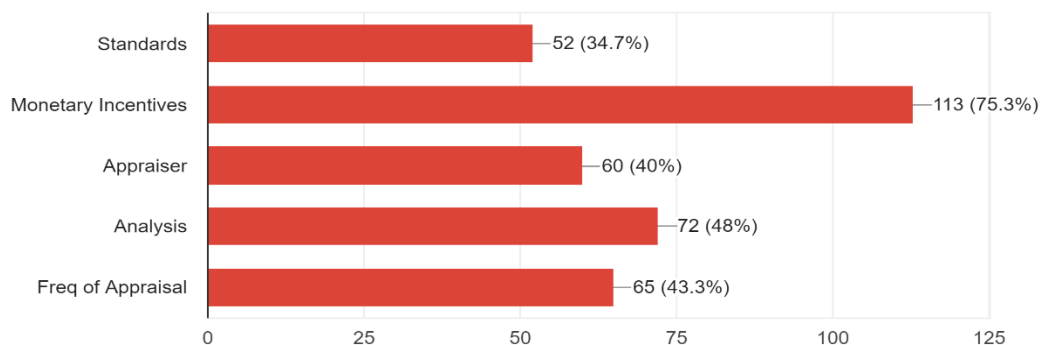
4.1.15 Table Showing Percentage of Areas That Should Be Improved

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Standards	52	34.7%
Monetary Incentives	113	75.3%
Appraiser	60	40%
Analysis	72	48%
Freq of appraisal	65	43.3%
TOTAL	150	100%

4.1.15 Bar graph Showing Percentage of Areas That Should Be Improved

Which are the areas that should be improved upon? (Mark all the relevant options)

150 responses



Interpretation

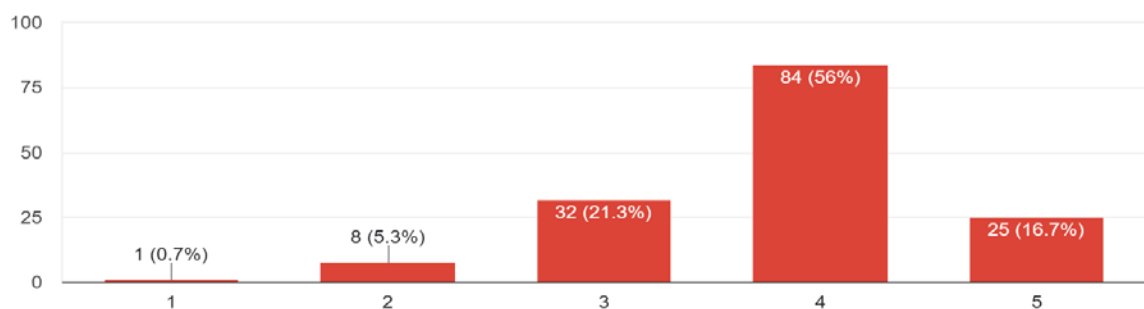
From the above table it is evident that 75.3% of them agrees that the company should improve upon its monetary incentives and 43.3% for freq of appraisal i.e. employees wants to have appraisal for every six months.

4.1.16 Table Showing Percentage of Importance of Performance Appraisal to An Employees

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
5	25	16.7%
4	84	56%
3	32	21.3%
2	8	5.3%
1	1	0.7%
TOTAL	150	100%

4.1.16 Bar graph Showing Percentage of Importance of Performance Appraisal to An Employees

How important do you think is Performance Appraisal to your Performance?
150 responses



Interpretation

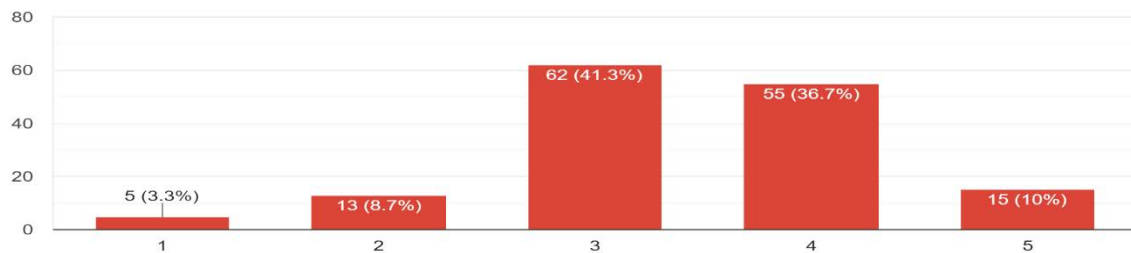
This question was put in to find out and analyze the importance of the Appraisal system to the productivity of the employee. A vast majority of the respondents (i.e., 56% which includes ratings of very important or most important) affirm that their performance is directly influenced by recognitions of their performance by the appraisal system.

4.1.17 Table Showing Percentage of Transparency Rating of Pa System

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
5	15	10%
4	55	36.7%
3	62	41.3%
2	13	8.7%
1	5	3.3%
TOTAL	150	100%

4.1.17 Bar graph Showing Percentage of Transparency Rating of Pa System

Transparency Rating of the Performance Appraisal system
150 responses



Interpretation

A majority of the employees have given a transparency rating of 3. The perception of the employees is since the appraisal is done on a quarterly basis; the employee is not in a position to actually evaluate the basis of the rating he / she has received. This causes a lot of ambiguity in the ratings. This is the primary concern due which almost 3.3 % have given a rating of 1.

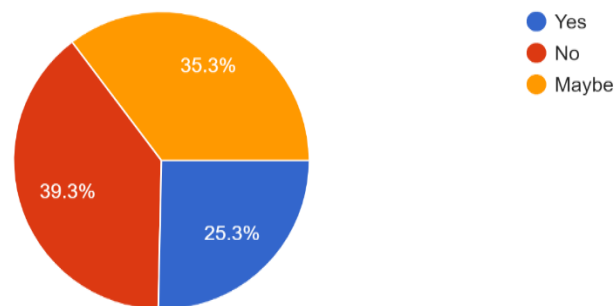
4.1.18 Table Showing Percentage of Difference Of Opinion About Rating With Appraiser

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
YES	38	25.3%
NO	59	35.3%
MAYBE	53	39.3%
TOTAL	150	100%

4.1.18 Chart Showing Percentage of Difference Of Opinion About Rating With Appraiser

Do you feel comfortable discussing any difference of opinion about your Performance Rating with your appraiser?

150 responses

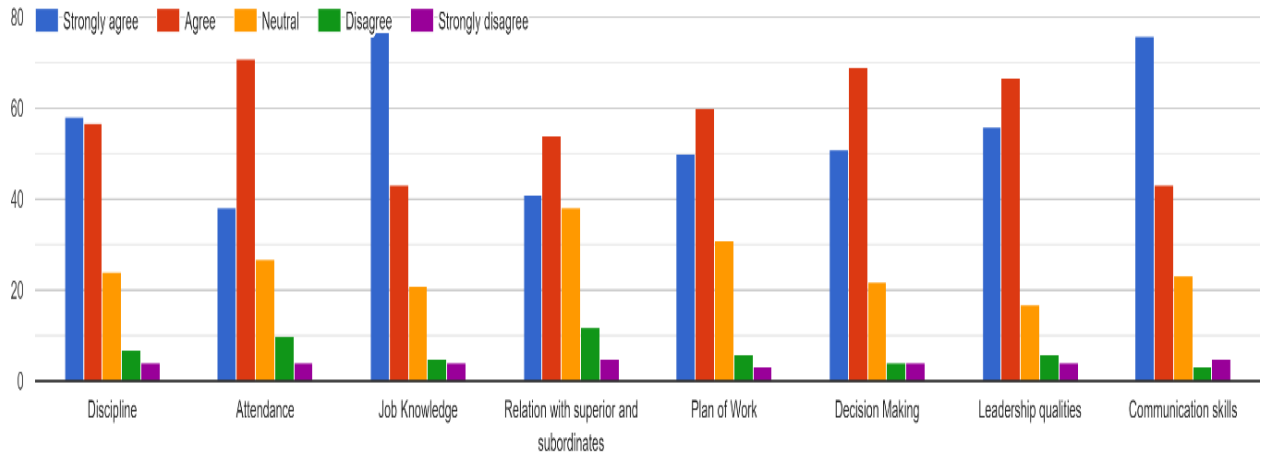


Interpretation

The major reason for the decreased transparency rating might be due to the fact that 39.3 % of the respondents did not feel free to express their displeasure, if any, to the rating given to them. This can be due to decreased comfort levels with the appraiser. The appraisal system can only be efficient if it takes into consideration the employees' side of the appraisal. There might be various aspects that the appraiser might have accidentally overlooked or certain circumstances misinterpreted which can be clarified if the employee is more open and comfortable with the employer.

4.1.19 Bar graph Showing Percentage of Necessary Factors for Appraising the Employees

Do you think the following factors are necessary for appraising the employees?



Interpretation

From the above bar graph, it is evident that 76 of them agrees communication skills is an important factor for appraising the employees. And 77 of them strongly agrees that job knowledge is very important factor too. 69 of them says decision making is an important factor to consider for an employee.

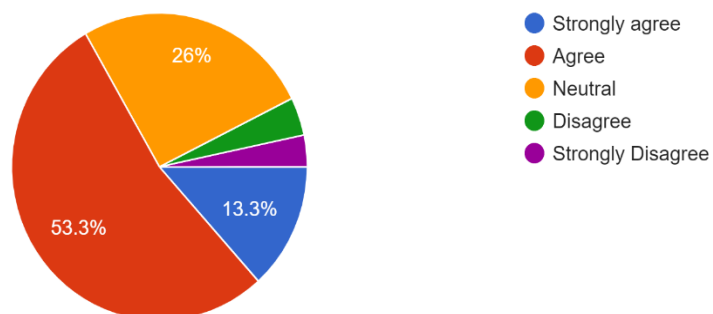
4.1.20 Table Showing Percentage of Opportunity for Self-Review And Reflection

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Strongly agree	20	13.3%
Agree	80	53.3%
Neutral	39	26%
Disagree	6	4%
Strongly Disagree	5	3.3%
TOTAL	150	100%

4.1.20 Chart Showing Percentage of Opportunity for Self-Review And Reflection

Does performance appraisal provide an opportunity for self-review and reflection?

150 responses



Interpretation

From the above chart it can be seen that 53.3% has agreed that performance appraisal gives an opportunity for self-review and reflection. And 13.3% has strongly agreed that it gives an opportunity for self-review and reflection.

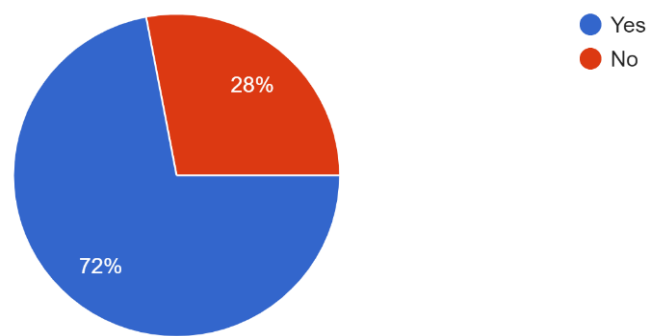
4.1.21 Table Showing Percentage of Feedback Given Once Appraisal Is Completed

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
YES	108	72%
NO	42	28%
TOTAL	150	100%

4.1.21 Chart Showing Percentage of Feedback Given Once Appraisal Is Completed

As an appraisee ,are you given feedback,once the appraisal is completed?

150 responses



Interpretation

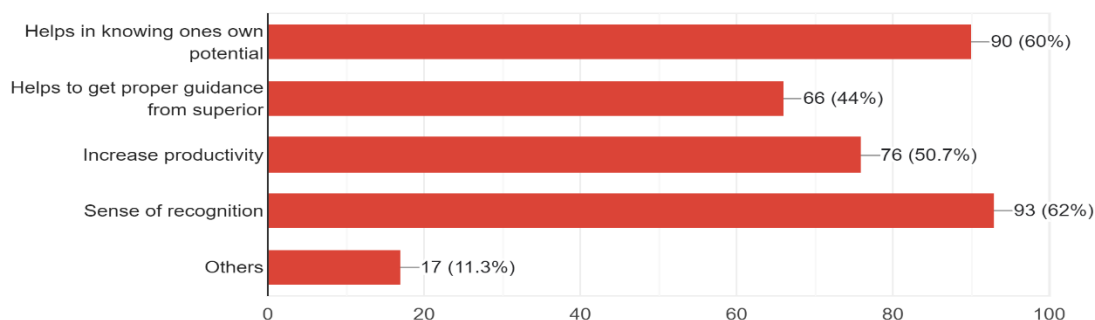
From the above chart it can be analyzed that 72 % of the respondents are getting feedback from their appraiser on their performance and 28 % of the respondents feel that they are not getting feedback on their performance.

4.1.22 Table Showing Percentage of In What Way This Feedback Helps In To Perform Effectively

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Helps in knowing ones own potential	90	60%
Helps to get proper guidance from superior	66	44%
Increase productivity	76	50.7%
Sense if recognition	93	82%
Others	17	11.3%
TOTAL	150	100%

4.1.22 Chart Showing Percentage of In What Way This Feedback Helps In To Perform Effectively

In what way this feedback helps you to perform effectively?(Mark all the relevant options)
150 responses



Interpretation

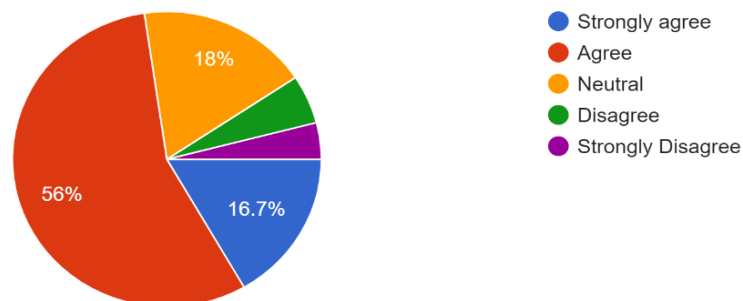
From the above graph it is evident that 93 people feel sense of recognition after getting feedback and 90 of them feels it helps them to know one's potential. And 60 of them agrees that it has increased productivity by proper planning with the team.

4.1.23 Table Showing Percentage of Pa Improves Motivation and Job Satisfaction

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Strongly agree	25	16.7%
Agree	84	56%
Neutral	27	18%
Disagree	8	5.3%
Others	6	4%
TOTAL	150	100%

4.1.23 Chart Showing Percentage of Pa Improves Motivation and Job Satisfaction

Do you think performance appraisal improves motivation and job Satisfaction?
150 responses



Interpretation

From above chart clearly states that 56% of the respondents agree that system helps in improving Motivation and Job satisfaction of the employees in the organization and 8% of the employee's feels that performance appraisal system does not help in improving Motivation and Job satisfaction of the employees in the organization.

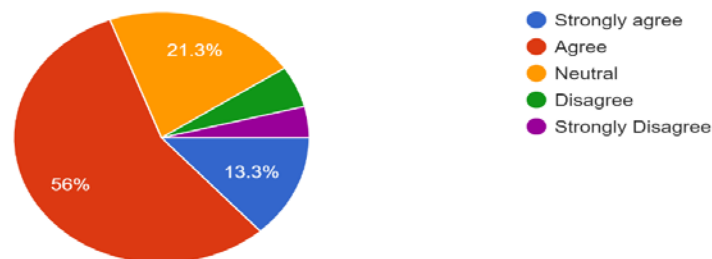
4.1.24 Table Showing Percentage of Pa Accurately Evaluating the Performance of Employees

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Strongly agree	20	13.3%
Agree	84	56%
Neutral	32	21.3%
Disagree	8	5.3%
Strongly	6	4%
TOTAL	150	100%

4.1.24 Chart Showing Percentage of Pa Accurately Evaluating the Performance of Employees

As an appraisee, do you agree that performance appraisal system is accurately evaluating your performance?

150 responses



Interpretation

Chart shows that 56% of the respondents has an opinion regarding the performance appraisal system accurately evaluating their performance, 21.3% of the respondents neutral that performance appraisal system accurately evaluates their performance whereas 5.3% of the respondents disagree & 4 % of the respondents strongly disagree & 13.3 % of respondents Strongly agree that performance appraisal system accurately evaluate their performance.

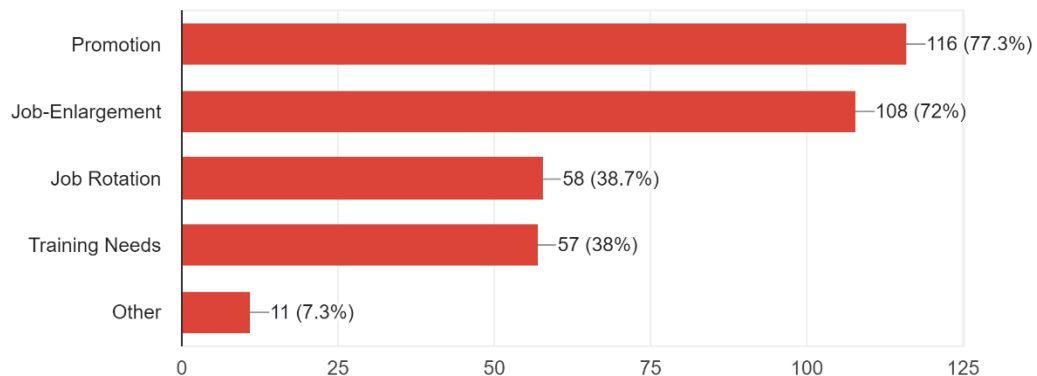
4.1.25 Table Showing Percentage of Performance Appraisal in Company Is Used For

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Promotion	116	77.3%
Job Enlargement	108	72%
Job Rotation	58	38.7%
Training Needs	57	38%
Other	11	7.3%
TOTAL	150	100%

4.1.25 Bar graph Showing Percentage of Performance Appraisal In Company Is Used For

The performance appraisal in company is used for? (Mark all the relevant options)

150 responses



INFERENCE

From the above data it analysed that 77.3% of the respondents feel that appraisal in the company is used for promotion purpose whereas 72% of the respondents feel that performance appraisal system is used for job enlargement and the rest say that it is used for job rotation and training needs.

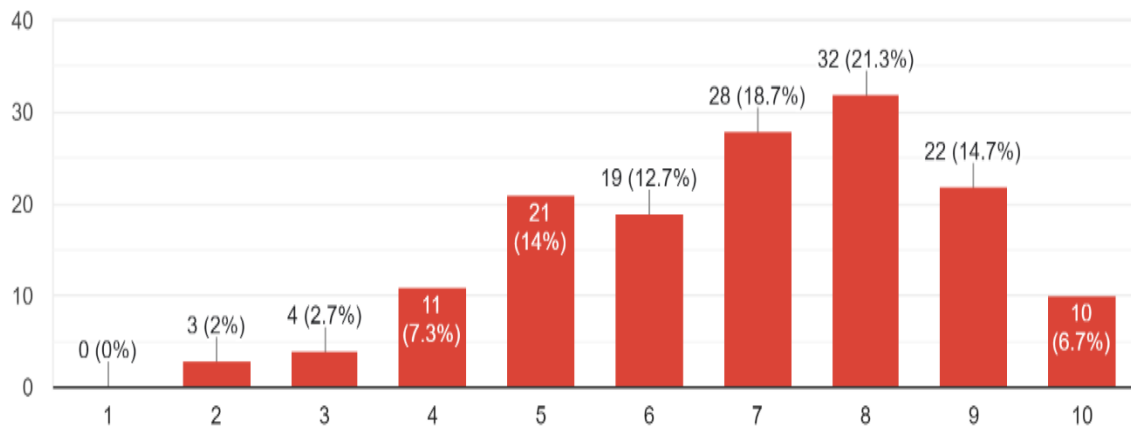
4.1.26 Table Showing Percentage of Rate 360 Degree Performance Appraisal Model

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
10	10	6.7%
9	22	14.7%
8	32	21.3%
7	28	18.7%
6	19	12.7%
5	21	14%
4	11	7.3%
3	4	2.7%
2	3	2%
1	0	0%
TOTAL	150	100%

4.1.26 Bar graph Showing Percentage of Rate 360 Degree Performance Appraisal Model

Rate 360 Degree Performance Appraisal Model.

150 responses



Interpretation

The respondents were specifically told to rate the Appraisal system by setting aside any kind of human intervention present in it by just evaluating its inherent structure and not efficiency in its execution. This helps to ascertain whether there are any flaws in the Performance Appraisal system. About 80 % of the sample has given a rating of 7 points and above. This shows the system is generally acceptable to the employees and is a good sign for Rorito company. The concern of the Organization should be to find out why the remaining 20 % are not very highly satisfied with the system and find out ways and means to increase their acceptability of the system.

4.2 ONE-WAY ANOVA

Null hypothesis (Ho):

There is no significance difference on the level of satisfaction with the current appraisal system among the age group.

Alternate hypothesis (H1):

There is a significance difference on the level of satisfaction with current appraisal system among the age group.

Descriptives

What is your Satisfaction level with the current Appraisal System?

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1	69	2.17	.785	.095	1.99	2.36	1	4
2	51	2.57	1.100	.154	2.26	2.88	1	5
3	26	2.85	1.120	.220	2.39	3.30	1	5
4	4	2.25	1.258	.629	.25	4.25	1	4
Total	150	2.43	.999	.082	2.27	2.59	1	5

ANOVA

What is your Satisfaction level with the current Appraisal System?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.136	3	3.379	3.560	.016
Within Groups	138.557	146	.949		
Total	148.693	149			

Calculated value = 3.560

Tabulated value = 3.09

$F = F_{cal} > F_{tab} \quad F=3.560 > 3.09$

Hence, the Alternate hypothesis [H1] is accepted.

Interpretation

The calculated value of F is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is a significance difference on the level of satisfaction with the current appraisal system among the age group.

4.3 ONE SAMPLE T-TEST

Ho - There is no significance difference between the mean level of effectiveness towards 360 degrees (Rating method).

H1 - There is a significance difference between the mean level of effectiveness towards 360 degrees (Rating method).

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Effectivenessleveltowards360degreeappraisal	150	6.85	1.943	.159

One-Sample Test

Test Value = 7						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Effectivenessleveltowards360degreeappraisal	-.924	149	.357	-.147	-.46	.17

Calculated value = 3.57

Tabulated value = 2.20

=cal value > tabulated value F=3.57 > 2.20

Hence, the Alternate hypothesis [H1] is accepted.

Interpretation

The calculated value of sig.(2 tailed) is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is a significance difference between the mean level of effectiveness towards 360 degrees (Rating method).

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- ☐ Out of the total sample 66.7% of them are male and 33.3% of them are female.
- ☐ Most of them are in and around 20 – 30 years of age.
- ☐ 41% of the sample size is Under Graduates.
- ☐ 38.7% of the sample size is experienced around 0-2 years and 34% of them ranging from 3 – 5 years.
- ☐ 46.7% of employees were not informed about 360-degree appraisal during induction.
- ☐ More than 50% of employees feels that performance appraisal system helps in the integration of individual goals and organizational goals.
- ☐ 44% of employees feels that appraisal model in the organization is an efficient model.
- ☐ The performance appraisal is carried out during half yearly.
- ☐ 38% employees feels that this system doesn't give a proper assessment of their contribution to the organization.
- ☐ 54% of employees are satisfied with the current system.
- ☐ 62 employees have gave 3 points for transparency of appraisal.
- ☐ More than half of the employees agreed that having discipline and job knowledge is an important factor for appraising the employees.
- ☐ 53.3% employees have agreed that performance appraisal gives an opportunity for self-review reflection.
- ☐ 56% of employees feels that appraisal improves job satisfaction and motivation.
- ☐ 57% agrees that performance appraisal system is accurately evaluating their performance.
- ☐ 77% agrees appraisal is used for job promotion and 72% agrees for job enlargement.

- ❑ 43.3% employees agrees that this system is helpful to increase their self-development.
- ❑ 72% agrees that they will receive feedback once the appraisal is completed.
- ❑ This feedback helps in to know the potential and sense of recognition.
- ❑ 21.3% gave highest rating of 360-degree performance appraisal.

5.2 SUGGESTIONS

93% of the respondents agree that appraisal system has provided a good communication between top management and staff. The management should continue to retain this stage which will lead to team work and thereby improve the productivity. And 47.4% of employees are not aware about the appraisal system that is followed in the company and 26% of employees feels that this model is complicated for them so during induction or appraisal period the company should explain about its objectives and how the system works this would give clear idea for an employee to work more efficient.

As appraisal takes place annually but the employees suggests that the appraisal should takes place every 6 months. And 38% of employees agrees that this model doesn't gives a proper assessment of their contribution to the company that is because 30% feels that it rarely matches their expectations. I would suggest that the top managers and the subordinates should make a goal that should align with individuals and organization goals. 36% of employees don't feel comfortable discussing any difference of opinion about the Performance Rating with their appraiser, I would suggest that the HR team need to take consider of its employees request and see that the model is properly evaluating the performance. Regarding the timing of appraisals majority of the respondents opted for yearly, few of them opted for quarterly and half yearly. From this it is evident that employees are very much interested in increasing the frequency of appraisal. And 73.5% of feels that the company should improve in its monetary incentives, so based on the performance the company should give incentives to motivate the employees.

5.3 LIMITATIONS OF THE STUDY

For anything there should be some limitations like that my project also have certain limitations. The following are some limitations what I faced:

- The information provided by majority of the respondents could also be biased or inaccurate. No independent verification of the data was possible.
- Time is one major constraint, which limits the effective data collection.
- The information provided by the respondents is spontaneous and they may not be consistent.
- The sample size is only 150 so the sample may not be truly representative of the total population
- Reliability and accuracy of the analysis depends on the respondents' openness and trueness towards each question in the questionnaire.

5.4 CONCLUSION

In the whole company performance appraisal system framework is essential keeping in mind the end goal to know how well the representatives are been performing out their employments which is assigned to them so it is important for every one of the organizations requires to take after a viable execution examination framework. Human Resource is the central wellspring of each association. Each worker in a business expands the profitability and altruism of each organization. A representative, being an individual is dealt with as resources in the association. So the association ought to chiefly accentuation execution examination strategies and its improvement programs. Both the appraiser and assess ought to understand the standard and utilize the apparatus of evaluation framework valuably for the thriving of the association. Workers are happy with the present performance appraisal frameworks many as new evaluation methods have developed. So, by making performance and development designs the appraisers enhances the general performance of the workers and later they are given appropriate job for that specific employee to be successful. In the event that the proposed measures are taken into consideration it will expand the viability of performance appraisal system.

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ANNEXURE 1

QUESTIONNAIRE

A Study on Effectiveness of 360 Degree Performance Appraisal System at Rorito International Pvt Ltd

1. Name:

2. Age

3. Gender:

Male ()

Female ()

4. Marital Status:

Married()

Unmarried ()

5. Experience (in years):

6. Educational Qualification:

Secondary ()

Diploma ()

UG ()

PG ()

1. Were you informed about the 360 Degree Performance Appraisal model, used in the Organization, during your induction?

Yes

No

2. Are you aware of the objectives of performance appraisal system in your organization?
- Yes ☐
- No ☐
3. How do you find the Performance Appraisal Model in this Organization? (Mark all the relevant options)
- 1) Simple
 - 2) Complicated
 - 3) Efficient
 - 4) Inefficient
4. According to you, how often should the Performance Review take place?
- 1) Once in a week
 - 2) Every 6 Months
 - 3) Once a month
 - 4) Once a Year
 - 5) Every 3 months
5. In your opinion, does the Performance Appraisal System give a proper assessment of your contribution to the Organization?
- a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
6. How often does your Performance assessment match to your expectations?
- 1) Never
 - 2) Often
 - 3) Rarely

- 4) Every time
- 5) Sometimes

7. What is your Satisfaction level with the current Appraisal System?

- Highly satisfied ☐
- Satisfied ☐
- Moderate ☐
- Dissatisfied ☐
- Highly dissatisfied

8. Which are the areas that should be improved upon?

- 1) Standards
- 2) Monetary Incentives
- 3) Appraiser
- 4) Analysis
- 5) Freq of Appraisal

9. How important do you think is Performance Appraisal to your Performance?

- 1) Not Important - 0
- 4) Very Important –
- 2) Less Important - 2 5)
- Most Important - 12 4
- 3) Important 5 14

10. Transparency Rating of the Performance Appraisal system (rate)

11. Do you feel comfortable discussing any difference of opinion about your Performance Rating with your appraiser? Yes or no

12. Performance Appraisal Model Rating(rate)

13. Do 360-degree performance appraisals help to create an environment where everyone is encouraged to share their work burdens?

Yes

No

14. Do you think the following factors are necessary for appraising the employees?

Commitment of work

Discipline

Attendance

Job Knowledge

Relation with superior and subordinates

Plan of Work

Decision Making

Leadership qualities

Communication skills

15. Do you think performance appraisal improves motivation and job Satisfaction?

Yes []

No []

16. The performance appraisal in company is used for?

a. Promotion []

b. Job-Enlargement []

c. Job Rotation

d. Training Needs []

17. what level Does the performance appraisal system facilitate to increase your self-development?

Very high[]

High[]

Moderate☐

Poor☐

18. As an appraisee ,are you given feedback,once the appraisal is completed?

Yes☐ No☐

19. In what way this feedback helps you to perform effectively?

Helps in knowing ones own potential☐

Helps to get proper guidance from superior☐

Increase productivity☐

Sense of recognition☐

Others

ANNEXURE 2 - ARTICLE

A Study on Effectiveness of 360 Degree Performance Appraisal System at Rorito International Pvt Ltd

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ABSTRACT

Performance Appraisal has been considered as the most significant an indispensable tool for an organization, for the information it provides is highly useful in making decisions regarding various personnel aspects such as promotion and merit increases. Performance measures also link information gathering and decision-making processes which provide a basis for judging the effectiveness of personnel sub-divisions such as recruiting, selection, training and compensation. Accurate information plays a vital role in the organization as a whole. They help in finding out the weaknesses in the primary areas. Once the employee has been selected, trained and motivated, he is then appraised for his performance. Performance Appraisal is the step where the Management finds out how effective it has been at hiring and placing employees. If any problems are identified, steps are taken to communicate with the employee and remedy them.

INTRODUCTION

A performance appraisal is a quarterly or annual evaluation of employee performance and productivity against company goals and objectives. The purpose of the appraisal is to help each employee succeed. The results of the appraisal can help determine promotions and raises or gauge areas where an employee needs to improve their skills. After setting clear goals, managers and subordinates periodically discuss the progress made to control and debate on the feasibility of achieving those set objectives. At the end of the review period (quarterly, half-yearly, or annual), employees are judged by their results. Success is rewarded with promotion and a salary hike whereas failure is dealt with transfer or further training. It includes a self-service portal for employees, a question library and tools for taking surveys and giving feedback. The software's Employee Recognition feature allows everyone to check how they're progressing with the goals they've been assigned. The Employee Recognition feature also permits peer-to-peer recognition for when other employees recognize someone's doing a good job.

COMPANY PROFILE

Rorito International Private Limited is 28 years 1 month old Private Limited Indian Non-Government Company incorporated on 10 Feb 1995. Its registered office is in Chennai, Tamil Nadu, India. Rorito International has been a pioneer in scripting revolution in the writing industry for the last three decades. Inking success with every brand and helping others ink their own success stories, is the saga of Rorito International. They have brought into the

country, renowned brands from across the world in collaboration with global players. Over the years, they have equipped ourselves with the best of resources.

INDUSTRY PROFILE

A globally competitive manufacturing sector is India's greatest potential to drive economic growth and job creation this decade. Due to factors like power growth, long-term employment prospects, and skill routes for millions of people, India has a significant potential to engage in international markets. Several factors contribute to their potential. First off, these value chains are well positioned to benefit from India's advantages in terms of raw materials, industrial expertise, and entrepreneurship.

REVIEW OF LITERATURE

- **Abteen Ijadi Maghsoodi (2018)** The selection of appropriate Performance Appraisal (PA) techniques and financing scales for organisations in today's dynamic and agile environments is a challenging subject. Performance appraisal has evolved into a strategic strategy to merging company policies with human resource activities in modern enterprises. Finally, the selected optimal method used in the case study and results are displayed and detailed with a thorough example after determining the ideal PA technique, which is 360-degree feedback.
- **Ellen V Rubin and Amani Edwards (2018)** analyzed that efficiency of performance appraisal programs and connection among the appraisal arrangement and appraisal prejudice complaint. For fulfillment of any performance appraisal process worker perceptions of the fairness of critiques of performances is fundamental and from performance appraisal and suitable coaching and voice possibilities helps in growing of appraisal discrimination complaints. So, for better efficiency appraisal process, the focus will have to be on making improvements to the interpersonal verbal exchange as an alternative than redesigning the appraisal systems.
- **Kanfer R., Sawyer & J Early (2014)** studied in regards to the more than a few goal settings in the performance appraisal interviews. In this study, quite a lot of information was accrued through video - recording type of interviews centered on the efficiency value determinations from public sector businesses. This article usually makes a specialty of the function of writing and choosing the fashioned targets for the progress of future.
- **Ashima Aggarwal, Gour Sundar Mitra Thakur (2013)** performed a review of performance appraisal methods Ranking, Graphic Rating Scale, Critical Incident, Narrative Essays, Management by Objectives, Assessment Centers, BARS, 360 Degree, and 720 Degree are some of the performance appraisal approaches discussed, as well as their benefits and drawbacks. The traditional method of performance appraisal or the modern method of performance appraisal are used by the organisations. After the research, the authors came to the conclusion that determining whether methodology is better than another is challenging because it relies on the nature and size of the organisation. Each methodology has its advantages and disadvantages.
- **Rocio de Andres (2010)** looked into Distance function approaches are used to evaluate performance. Some companies use performance appraisal to analyse their employees' efficiency and production in

order to plan their promotion, wage, and layoff policies, among other things. Initially, only the executive staff carried out this procedure, but it has since grown into an evaluation process based on the opinions of many reviewers, supervisors, collaborators, consumers, and the employees themselves (360-degree method). In this way, the authors suggested a mechanism for aggregating individual valuation in a framework measure in order to achieve a global evaluation for each employee. The underlying optimization problems can be simplified to a fairly simple Extended Goal Programming formulation in this application.

OBJECTIVES

PRIMARY OBJECTIVES

To understand the Effectiveness of 360 Degree Performance Appraisal System practiced in Rorito International Pvt Ltd

SECONDARY OBJECTIVES

- To identify the factors inducing to increase the performance of an employee.
- To find out the employees' awareness & level of satisfaction about the Performance Appraisal practiced in the organization
- To analyse the factors necessary for appraising the employees.
- To provide suggestions to the management in improving Performance Appraisal System.

RESEARCH DESIGN

Descriptive research design is also called explanatory design. This is the one that simply describes something such as demographic characteristics. The descriptive study is typically concerned with determining frequency with which something occurs or how two variables vary together.

SAMPLE SIZE

It refers to the number of elements of the population to sample. The sample size chosen for the survey is 150.

PERIOD OF STUDY

The period of study is from February 2023 to April 2023

DATA SOURCES

After identifying and defining the research problem and determining specific information required to solve the problem, the researcher's task is to look the type and sources of data which may yield the desired results. Data sources are of two types through which data is collected.

Data sources may be classified as

1. Primary data

2. Secondary data

PRIMARY DATA

Primary data is the original data collected by the researcher first hand. It is collected for the first time through field survey. These are those that are gathered specifically, for the problem at hand. The various sources for collecting primary data are questionnaire, observation, interview etc. The primary source used for the study is questionnaire.

SECONDARY DATA

Secondary data is the information which is already available in published or unpublished form. When the needed information is collected from the census of population available in a library means then it is a secondary data. It is also used for collecting historical data. The various sources of secondary data are books, periodicals, journals, directories, magazines, statistical data sources etc. The secondary source used for this study is company profile, scope, need, review of literature.

SAMPLE DESIGN

Sample design is the theoretical basis and the practice means by generalizing from characteristics of relatively few of the comprising population. It is the method by which the sample is chosen.

ANALYTICAL TOOLS

ANOVA

ANOVA is to test for differences among the means of the population by examining the amount of variation within each sample, relative to the amount of variation between the samples. Analyzing variance tests the hypothesis that the means of two or more populations are equal.

$$F = \text{MSB} / \text{MSE}$$

T-TEST

A **t test** is a statistical test that is used to compare the means of two groups. It is often used in hypothesis testing to determine whether a process or treatment actually has an effect on the population of interest, or whether two groups are different from one another.

LIMITATIONS OF THE STUDY

For anything there should be some limitations like that my project also have certain limitations. The following are some limitations what I faced:

- The information provided by majority of the respondents could also be biased or inaccurate. No independent verification of the data was possible.
- Time is one major constraint, which limits the effective data collection.
- The information provided by the respondents is spontaneous and they may not be consistent.
- The sample size is only 150 so the sample may not be truly representative of the total population

- Reliability and accuracy of the analysis depends on the respondents' openness and trueness towards each question in the questionnaire.

DATA ANALYSIS AND INTERPRETATION

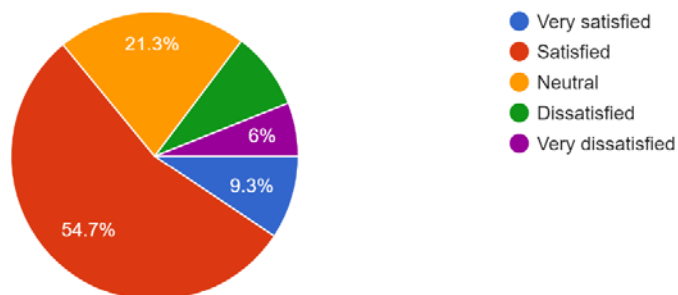
1) Table Showing Percentage of Satisfaction Level with Current Appraisal System

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Very satisfied	14	9.3%
Satisfied	82	54.7%
Neutral	32	21.3%
Dissatisfied	13	8.7%
Very dissatisfied	9	6%
Total	150	100%

Chart Showing Percentage of Satisfaction Level with Current Appraisal System

What is your Satisfaction level with the current Appraisal System?

150 responses



Interpretation

The satisfaction level of the Appraisal system is quite high as the curve tops at the rating of high and this includes about 54.7% of the population. The high Satisfaction level in the System could also be due to various reasons like monetary or non-monetary incentives or growth parameters. The satisfaction level also brings to light the efficiency of the management in devising an acceptable Appraisal system.

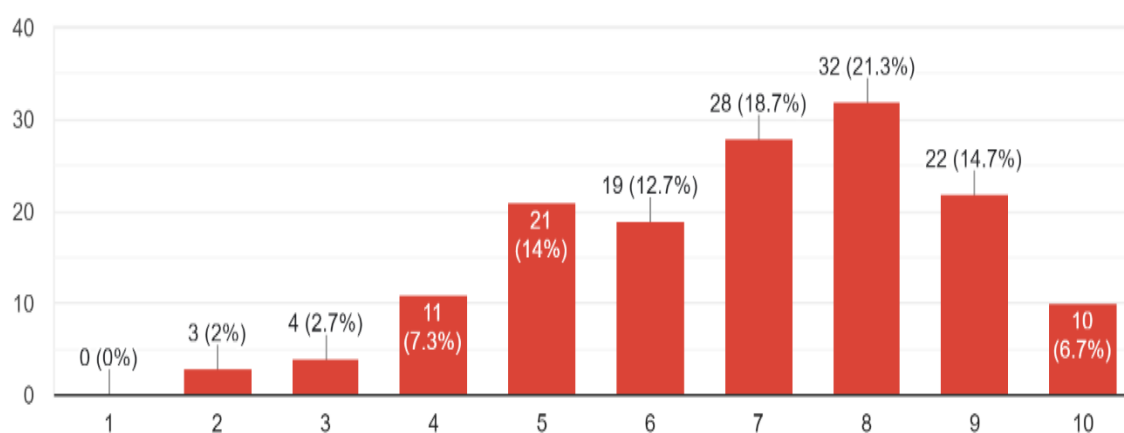
2)Table Showing Percentage of Rate 360 Degree Performance Appraisal Model

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
10	10	6.7%
9	22	14.7%
8	32	21.3%
7	28	18.7%
6	19	12.7%
5	21	14%
4	11	7.3%
3	4	2.7%
2	3	2%
1	0	0%
TOTAL	150	100%

Bar graph Showing Percentage of Rate 360 Degree Performance Appraisal Model

Rate 360 Degree Performance Appraisal Model.

150 responses



Interpretation

The respondents were specifically told to rate the Appraisal system by setting aside any kind of human intervention present in it by just evaluating its inherent structure and not efficiency in its execution. This helps to ascertain whether there are any flaws in the Performance Appraisal system. About 80 % of the sample has given a rating of 7 points and above. This shows the system is generally acceptable to the employees and is a good sign for Champion Voyager Designers Pvt Ltd. The concern of the Organization should be to find out why the remaining 20 % are not very highly satisfied with the system and find out ways and means to increase their acceptability of the system.

ONE-WAY ANOVA

Null hypothesis (Ho):

There is no significance difference on the level of satisfaction with the current appraisal system among the age group.

Alternate hypothesis (H1):

There is a significance difference on the level of satisfaction with current appraisal system among the age group.

Descriptives

What is your Satisfaction level with the current Appraisal System?

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1	69	2.17	.785	.095	1.99	2.36	1	4
2	51	2.57	1.100	.154	2.26	2.88	1	5
3	26	2.85	1.120	.220	2.39	3.30	1	5
4	4	2.25	1.258	.629	.25	4.25	1	4
Total	150	2.43	.999	.082	2.27	2.59	1	5

ANOVA

What is your Satisfaction level with the current Appraisal System?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.136	3	3.379	3.560	.016
Within Groups	138.557	146	.949		
Total	148.693	149			

Calculated value = 3.560

Tabulated value = 3.09

F = F cal > F tab F=3.560 > 3.09

Hence, the Alternate hypothesis [H1] is accepted.

Interpretation

The calculated value of F is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is a significance difference on the level of satisfaction with the current appraisal system among the age group.

ONE SAMPLE T-TEST

Ho - There is no significance difference between the mean level of effectiveness towards 360 degrees (Rating method).

H1 - There is a significance difference between the mean level of effectiveness towards 360 degrees (Rating method).

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Effectivenessleveltowards360de greeappraisal	150	6.85	1.943	.159

One-Sample Test						
Test Value = 7						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Effectivenessleveltowards 360degreeappraisal	-.924	149	.357	-.147	-.46	.17

Calculated value = 3.57

Tabulated value = 2.20

=cal value > tabulated value F=3.57 > 2.20

Hence, the Alternate hypothesis [H1] is accepted.

Interpretation

The calculated value of sig.(2 tailed) is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is a significance difference between the mean level of effectiveness towards 360 degrees (Rating method).

FINDINGS

- ☐ 54% of employees are satisfied with the current system.
- ☐ 21.3% gave highest rating of 360-degree performance appraisal.
- ☐ Most of them are in and around 20 – 30 years of age.
- ☐ About 80 % of the sample has given a rating of 7 points and above.
- ☐ 2 employees have gave 3 points for transparency of appraisal.
- ☐ More than half of the employees agreed that having discipline and job knowledge is an important factor for appraising the employees.
- ☐ 53.3% employees have agreed that performance appraisal gives an opportunity for self-review reflection.
- ☐ 56% of employees feels that appraisal improves job satisfaction and motivation.
- ☐ 57% agrees that performance appraisal system is accurately evaluating their performance.
- ☐ 77% agrees appraisal is used for job promotion and 72% agrees for job enlargement.

CONCLUSION

In the whole company performance appraisal system framework is essential keeping in mind the end goal to know how well the representatives are been performing out their employments which is assigned to them so it is important for every one of the organizations requires to take after a viable execution examination framework. Human Resource is the central wellspring of each association. Each worker in a business expands the profitability and altruism of each organization. Being an individual is dealt with as resources in the association. So the association ought to chiefly accentuation execution examination strategies and its improvement programs. Both the appraiser and assess ought to understand the standard and utilize the apparatus of evaluation framework valuably for the thriving of the association.

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