

**A STUDY ON PERFORMANCE APPRAISAL MANAGEMENT AT
CHENNAI PETROLEUM CORPORATION LIMITED**

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by
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SCHOOL OF BUSINESS ADMINISTRATION

SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of Prem Kumar R 41410238 who have done the Project work entitled “A STUDY ON PERFORMANCE APPRAISAL MANAGEMENT AT CHENNAI PETROLEUM CORPORATION LIMITED”

under my supervision from 13th February 2023 to 17th April 2023.

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DECLARATION

I Prem Kumar R (41410238) hereby declare that the Project Report entitled A STUDY ON PERFORMANCE APPRAISAL MANAGEMENT AT CHENNAI PETROLEUM CORPORATION LIMITED done by me under the guidance of Dr. Gananath Killa Assistant Professor, School of management studies, Sathyabama Institute of Science and Technology, Chennai is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

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ABSTRACT

Performance Appraisal provides the information to diagnose deficiency in employee regarding skill, knowledge, determine training and developmental needs and to prescribe the means for employee growth and ensuring better performance. The survey was used to achieve the objective of the study. Survey research is the systematic gathering the data from respondents through questionnaire.

The scope of any performance appraisal should include the following: provide employees with a better understanding of their role and responsibilities; increase confidence through recognizing strengths while identifying training needs to improve weaknesses; improve working relationships and communication between supervisors and subordinates; increase commitment to organizational goals; develop employees into future supervisors; assist in personnel decisions such as promotions or allocating rewards; and allow time for self-reflection, self-appraisal and personal goal setting.

The scope of the study encompasses the area of performance appraisal system in Human Resource Management, The study is confined to the relation between Manager and employees appraisal system.

The primary objective is to assess the effectiveness of the performance Appraisal management of Chennai Petroleum Corporation Limited. The secondary objectives are to assess the effectiveness of the counseling done by rating officer, study whether the current performance Appraisal management identifies the training needs and facilitates the growth, know the scope for communicating the plans of management and goals to the staff, identify potential and capabilities of employees and improve the overall Organizational Performance and to provide necessary suggestions to improve the overall performance Appraisal managements.

INTRODUCTION

A performance appraisal is the process of assessing worker performance in comparison to certain predetermined organizational standards. appraisals not only help employees understand how they are doing but they also help workers supervisors along with the organization as whole, often, performance appraisals are linked to pay increases and promotions, but they also provide feedback on ones performance, help recognize weakness and strengths, and help one to reach the desired goals of the organization or their own individual goals. For the supervisors, performance appraisals provide information that is valid for pay increases, promotions, demotions, and findings and firings with feedback for an employee.

Performance appraisal is also used to encourage integration between workers and supervisors, as one might think, there are many different kinds of performance appraisals that an organization can decide to use. The first thing that an organization must decide is whether they want to do what is called an objective or a subjective performance appraisal.

An objective performance appraisal is when you measure quantifiable aspects of job performance, an example would be the number of units produced, a subjective performance appraisal is when some knowledgeable individual rates or critiques your work. Once you decide if an objective or subjective performance appraisal is good for your organization, you than have to decide what type is right for you, there are many different ways you can go about deciding and of course many different types to choose from.

Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development. Performance appraisal is generally done in systematic ways which are as follows:

- The supervisors measure the pay of employees and compare it with targets and plans.
- The supervisor analyses the factors behind work performances of employees.
- The employers are in position to guide the employees for a better performance.

Performance appraisal is a part of guiding and managing career development. The latest mantra being followed by organizations across the world being “*get paid according to what you*

contribute” the focus of the organizations is turning to performance management and specifically to individual performance. During appraisal, past performance is evaluated and the roadmap for the coming months is prepared. Be Ones roadmap for the coming months is being decided, for this could very well define future and all the leaps one might make in professional life!

Appraisal cycles vary from organization to organization. Most have six-monthly or annual reviews. Some also follow the process of a project-end review along with the usual organization review cycle of six months or a year. However, the important thing is that appraisals are as much about future performance as they are about ones past performance.

COMPANY PROFILE

Chennai Petroleum Corporation Limited (CPCL), one of the leading group companies of IndianOil's, was conceived in 1960s as a 2.5 million metric tonnes per annum (MMTPA) refinery designed to produce fuels and lubes base stock. At CPCL, the past five decades have an eventful, growth-oriented phase as the CPCL family built the organisation to reach the present stature of 10.5 MMTPA capacity.

Today, CPCL stands tall among the public-sector refining companies in India, with one of the most complex refineries of its kind in the country, producing an array of value-added petroleum products. It also pioneered key initiatives in several areas such as process optimisation, technology absorption, energy conservation, waste land reclamation and environment management.

INDUSTRY PROFILE

INTRODUCTION

The oil and gas sector is among the eight core industries in India and plays a major role in influencing the decision-making for all the other important sections of the economy.

India's economic growth is closely related to its energy demand, therefore, the need for oil and gas is projected to increase, thereby making the sector quite conducive for investment. India retained its spot as the third-largest consumer of oil in the world as of 2021.

The Government has adopted several policies to fulfil the increasing demand. It has allowed 100% foreign direct investment (FDI) in many segments of the sector, including natural gas, petroleum products and refineries, among others. The FDI limit for public sector refining projects has been raised to 49% without any disinvestment or dilution of domestic equity in existing PSUs. Today, it attracts both domestic and foreign investment, as attested by the presence of companies such as Reliance Industries Ltd (RIL) and Cairn India. The industry is expected to attract US\$ 25 billion investment in exploration and production by 2022. India is already a refining hub with 21 refineries, and expansion is planned for tapping foreign investment in export-oriented infrastructure, including product pipelines and export terminals.

India's crude oil production in FY22 stood at 29.7 MMST.



MARKET SIZE

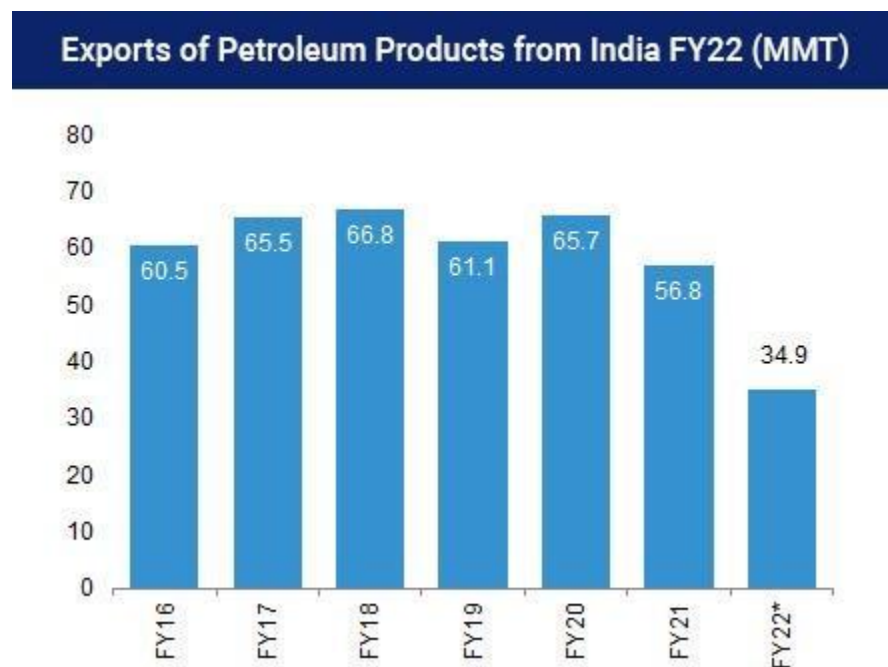
According to the IEA (India Energy Outlook 2021), primary energy demand is expected to nearly double to 1,123 million tonnes of oil equivalent, as India's gross domestic product (GDP) is expected to increase to US\$ 8.6 trillion by 2040.

As of September 2021, India's oil refining capacity stood at 248.9 MMSTPA, making it the second-largest refiner in Asia. Private companies owned about 35% of the total refining capacity.

India is expected to be one of the largest contributors to non-OECD petroleum consumption growth globally. India's consumption of petrol products stood at 126.12 MMST in April-October, 2022. High Speed Diesel was the most consumed oil product in India and accounted for 38.84% of petroleum product consumption in FY22.

India's oil consumption stood at almost 4.9 million barrels per day (BPD) in 2021, up from 4.65 million BPD in 2020.

India's LNG import stood at 2,411 million metric standard cubic meters (MMSSCM) in October 2022. Gross production of LNG was 2,883 MMSSCM in the same month. According to the International Energy Agency (IEA), consumption of natural gas in India is expected to grow by 25 BCM, registering an average annual growth of 9% until 2024.



INVESTMENTS/RECENT DEVELOPMENTS

According to the data released by Department for Promotion of Industry and Internal Trade (DPIIT), FDI inflows in India's petroleum and natural gas sector stood at US\$ 7.98 billion between April 2000-March 2022.

Following are some of the major investments and developments in the oil and gas sector:

- India's crude oil production in April-October 2022 stood at 17.2 MMST.
- The total number of OMC retail outlets increased to 84,895, as of November 1, 2022, from 59,595 in FY17.

- As of August 1, 2022, India had 10,420 kms of crude pipeline network, with a capacity of 147.9 MMSTPA.
- As of June 30, 2022, Gas Authority of India Ltd. (GAIL) had the largest share (57.74% or 19,524 kms) of the country's natural gas pipeline network (33,815 kms).
- In May 2022, ONGC announced plans to invest US\$ 4 billion from FY22-25 to increase its exploration efforts in India.
- In April 2022, Indian Oil Corporation Limited, Larsen & Toubro and Goldman Sachs-backed renewable energy producer ReNew Power formed a joint venture by signing a term sheet. This JV will develop green hydrogen projects, helping India cut down its carbon emissions.
- Exports of petroleum products from India reached 62.7 MMST in FY22. The value of these crude oil and petroleum products stood at US\$ 44.41 billion. In FY22, crude oil imports stood at 4.24 MBPD, which was worth US\$ 120.4 billion.
- In March 2022, the Board of IOCL approved plans to invest Rs. 7,282 crore (US\$ 932.6 million) for the development of City Gas Distribution (CGD) network in 9 geographical areas (GAs).
- In March 2022, the Board of Oil India approved an investment of Rs. 6,555 crore (US\$ 839.49 million) for Numaligarh petrochemical project.
- As of March, 2022, the oil sector's total installed provisional refinery capacity stood at 249.21 MMST, and IOC emerged as the largest domestic refiner with a capacity of 70.05 MMST.
- In January 2022, Indian Oil Corp. Ltd. (IOCL) announced plans to expand its city gas distribution (CGD) business, looking to invest Rs. 7,000 crore (US\$ 918.6 million).
- In January 2022, Adani Total Gas Ltd (ATGL), a joint venture between the Adani Group and TotalEnergies, won licences to expand its City Gas Distribution (CGD) network to 14 new geographical areas, with an investment of Rs. 20,000 crore (US\$ 2.62 billion).

- In November 2021, Oil and Natural Gas Corp. Ltd (ONGC) announced that it invested up to Rs. 6,000 crore (US\$ 800 million) in its petrochemicals arm (ONGC Petro Additions Ltd.) to meet its equity requirements.
- In November 2021, Indian Oil, Bharat Petroleum Corporation Limited and Hindustan Petroleum Corporation Limited announced the launch of the Model Retail Outlet Scheme and a Digital Customer Feedback Programme called Darpan@petrolpump. These three oil PSUs have joined hands to launch model retail outlets to enhance service standards and amenities across their networks, which serve over six crore consumers every day.

GOVERNMENT INITIATIVES

Some of the major initiatives taken by the Government of India to promote the oil and gas sector are:

- On May 21, 2022, the Government announced a reduction in excise duty of Rs. 8 (US\$ 0.10) per litre on petrol and Rs. 6 (US\$ 0.077) per litre on diesel.
- In May 2022, the government approved changes in the Biofuel Policy to bring forward the target for 20% ethanol blending with petroleum to 2025-26 from 2030.
- In the Union Budget 2022-23, the customs duty on certain critical chemicals such as methanol, acetic acid and heavy feed stocks for petroleum refining were reduced.
- In February 2022, , Minister of Petroleum & Natural Gas, and Housing & Urban Affairs, Mr. Hardeep Singh Puri, said that India will more than double its exploration area of oil and gas to 0.5 million sq. km. by 2025 and to 1 million sq. km. by 2030 with a view to increase domestic output.
- In December 2021, the Ministry of Petroleum and Natural Gas launched the seventh bid round under the OALP. Under this round, around 15,766 sq. km. has been offered to investors.
- In November 2021, India announced that it will release 5 million barrels of crude oil from its strategic petroleum reserves in a concerted effort to bring down global crude oil prices. This is roughly equivalent to a day's consumption in the country.

- In November 2021, the government set up a coMMSittee to work out measures needed to make natural gas available to power plants at reasonably stable prices.
- In October 2021, the Union Ministry of Petroleum & Natural Gas approved a revised project cost of Rs. 28,026 crore (US\$ 3.8 billion) to increase refining capacity for the ongoing Numaligarh Refinery Expansion Project from 3 to 9 MMSTPA.
- In September 2021, the Indian government approved oil and gas projects worth Rs. 1 lakh crore (US\$ 13.46 billion) in Northeast India. These projects are expected to be completed by 2025.
- In September 2021, India and the US agreed to expand their energy collaboration by focusing on emerging fuels. This was followed by a ministerial conference of the US-India Strategic Clean Energy Partnership (SCEP).
- In July 2021, the Department for Promotion of Industry and Internal Trade (DPIIT) approved an order allowing 100% foreign direct investments (FDIs) under automatic route for oil and gas PSUs.
- The Government is planning to set up around 5,000 compressed biogas (CBG) plants by 2023.

ROAD AHEAD

Rapid economic growth is leading to greater outputs, which in turn is increasing the demand of oil for production and transportation. Crude oil consumption is expected to grow at a CAGR of 5.14% to 500 million tonnes by FY40 from 202.7 million tonnes in FY22. In terms of barrels, India's oil consumption is forecast to rise from 4.05 MBPD in FY22 to 7.2 MBPD in 2030 and 9.2 MBPD in 2050. Diesel demand in India is expected to double to 163 MT by 2029-30, with diesel and petrol covering 58% of India's oil demand by 2045. Demand is not likely to simmer down anytime soon, given strong economic growth and rising urbanisation.

Natural Gas consumption is forecast to increase at a CAGR of 12.2% to 550 MCMPD by 2030 from 174 MCMPD in 2021.

India is planning to double its oil refining capacity to 450-500 million tonnes by 2030.

Energy demand of India is anticipated to grow faster than energy demand of all major economies globally on the back of continuous robust economic growth. Moreover, the country's share in global primary energy consumption is projected to increase to two-fold by 2035.

REVIEW OF LITERATURE

.1 Dick Grote (1999) , in his article, *Managing People-Effective Way to Motivate and Manage Employees*, argues that sophisticated organizations are scuttling traditional practices and creating innovative systems and procedures about performance management. Nowadays the companies reject the punitive responses and have adopted non-punitive, 'Discipline without Punishment' processes. This helps in building employee commitment and demanding individual responsibility, thereby producing remarkable results. The senior leadership of Minnesota Department of Transportation identifies a seven core competency system which are to be formally analyzed in the appraisal. Also the traditional scale values are to be replaced with ratio schemes.

3.2 Carolyn.J.Henrich (2002) , in his article, *Outcomes-Based Performance Management in the Public Sector: Implications for Government Accountability and Effectiveness*, says that in responding to the requirements of Government Performance and Results, federal agencies should choose performance measures that are closely aligned with stated goals, appropriate actual performance as closely as possible and are relatively simple and inexpensive to administer. It is also important that performance standards systems provide timely feedback to state and local program managers such as the Annual Program Performance Reports. Program managers' desire to get incentives, it will enhance the measured performance. Also it involves activities and interactions that span multiple levels of organization.

3.3 Bernard Marr and Stephen Parry (2004) in their article, *Performance management in call centers: lessons, pitfalls and achievements in Fujitsu Services*, found out that Fujitsu introduced a new sense and respond approach for performance management. It is found that this approach is difficult to adopt to since it upset the old power structure. Some have resisted it because they felt ensured about the new performance management approach. Finally Fujitsu services had the result like increase of customer satisfaction by 20 percent, decrease of staff attrition from 48 percent, increase of employee satisfaction by 40 percent, reduction of operating costs by 48 percent and service upgrades amounted to £200 million.

3.4 Bernard Marr (2004) , in his article, *Business Performance Management: Current State of the Art, A survey report by Bernard Marr*, says that Business Performance Management is a term frequently used among senior executives of leading corporations around the globe to describe the management processes and business systems they use to improve performance and accountability. To provide a comprehensive picture of performance, organizations must measure all relevant perspectives on performance. These perspectives will slightly depending on the industry context of the organization. Benchmarking is a popular tool for strategic management, which enables a company to understand its current performance levels and set future targets.

3.5 Jocelyn Blackwell and Kenneth Donaldson (2006) , in their article, *Measuring and Managing Performance in Pensions*, says that the key reason why employers offer a pension scheme is to attract and retain quality people. A key administration function is to ensure that members are informed about and understand their benefits and the payments are also accurate. Today's businesses require strategic performance management approaches which enable them to measure and manage what really matters. The wrong approach will often perpetuate dysfunctional behavior and jeopardize performance. If the administration of performance is too often not monitored at all, then that measurement will focus key measures such as how often target turnaround times were breached in the last three months.

3.6 Segal and Jonathan.A (2010) , in his article, *Performance Management Blunders*, found that the common performance management blunders are likely to lead to litigation, as well as recommendations for minimizing these risks. In retaliation, these operative words are "timing, timing, timing". Delay creates a window of opportunity for an employee to make a protected complaint or disclosure that will make the adverse action that follows appear retaliatory. In most

discrimination, claims happen not because of what we do but because of what we don't do. Taking into account the special circumstances of one employee may be seen as unfair favoritism or unlawful discrimination by another employee.

3.7 Bernard Marr, Advanced Performance Institute (2007) , in his article, ***Strategic Performance Management In Government and Public Sector Organizations***, hypothesizes that the survey is conducted because of 2 reasons. Firstly, the Advanced Performance Institute noted an increasing number of Performance Management initiatives across the public sector but founds the results to be more anecdotal. Performance indicators are highly valued because they are benchmarks by which success can be measured. Without them, organizations would be stumbling around in the dark, having little idea of whether they were 'on track' or not. Meeting tactical targets seems to be the main priority for public sector organizations.

3.8 Dr. Wouter Van Dooren and Nick Thijs (2010) outlines some ***Paradoxes in Public Sector Performance Measurement And Management***, which at the same time echoes some of the main challenges. The main argument is that better results in performance management can be obtained by better implementation. A first strategy is to improve the quality of information. This performance information competes with other sources of information for decision maker's attention. Quality improvements will not help to overcome issues such as disputes about accountability or resistance from professions.

3.9 Russel Horwitz (2005) , in his article, ***Performance Management Best Practices***, argues that one of the ironies of performance management systems is that so many people find they do not perform very well. A recent survey found out that only 13% of U.S managers and workers and just 6% of the CEOs believe that the PM system is useful. The PM system can get employees focused on doing the right things and helping employees overcome performance barriers. The research also found out that performance management techniques for effective and less effective organizations are not very different and the greatest difference is the level of active leadership support and championing of the process. At the end of the survey, nine key practices for effective performance management are also found out.

3.10 Jawaria Andleeb Qureshi, Asad Shahjehan, Aia-ur-Rehman and Bilal Afsar (2010) , in their article, ***Performance Management systems: A comparative analysis***, describes the findings

of a comparative analysis conducted between a standard performance management model and performance management systems as applies by Local Development Organization. PMS is a strategic and organizational approach, which describes, evaluates, executes and improves organizational performance constantly. The 5 components included are: Role definition, Performance agreement, Personal development planning, Performance monitor and Performance review. All these systems provide a picture of past performance and enable to make plans for future.

3.11 Jyoti, D K Banwet and S G Deshmukh (2006) , in their article, *Balanced scorecard for performance evaluation of R&D organization: A conceptual model*, found that performance of an R&D organization must be in line with its vision, strategy and goals, which needs to be clearly defined and communicated at all levels of the organization and all efforts and actions be focused on achieving them followed by continuous Performance management. A good performance assessment system should provide forecasting function. Balanced scorecard is distinct from other strategic measurement systems because it is more than the collection of financial and non financial measures. Furthermore, BS is intended not only as a strategic measurement system, but it is also a strategic control system, which aligns into overall strategy.

3.12 Donald P. Moynihan and Sanjay K. Pandey (2008) , in their article, *The Big Question for Performance Management: Why Do Managers Use Performance Information*, examines the antecedents of self reported performance information use from a survey of local government managers. The result showed that public service motivation, leadership role, information availability and administration flexibility and all affect performance information use. Van Dooren argues that if we want to study the successes and failures of performance movements, we have to study the use of performance information. Factors that are negatively associated with the PM system are efforts by the central agency to control the policy agenda and the measurement challenges.

3.13 Sibson-Results of World at Work Study (2008) , in the article, *Effective Performance Management Drives High- Performing Organizations*, reports that some of the organization report that they have found ways to conduct the performance management process effectively with positive results for the company and employees. This can result in better talent development of the employees. One of the key findings of the study is that the perceived effectiveness of PM

is influenced by support from senior management. the pillars of effective PM are leadership champions, differentiated individual outcomes and business- critical foal alignment. Differentiated performance also requires a process for calibrating performance results across the organization.

3.14 Etienne J.H. Lardenoije, Erik M. van Raaij and Arjan J. Van Weele (2011) , their article, ***Performance Management Models and Purchasing: Relevance Still Lost*** , is a review of five existing performance measurement systems and assesses their suitability for performance management in purchasing. Depending on the organizational context, the organizational culture and managerial intentions, the PM systems can fulfill functions such as assessing, managing and improving performance management strategy formulation and clarification, enhancing strategic dialogue, improving decision making, prioritizing, simulating, motivation and learning. There are also a wide range of factors that have been developed that distinguishes effective performance measurement systems from less effective performance management systems.

3.15 Executive Performance Management and Development Frameworks Research Report (2006) hypothesizes that Governments have high expectations of performance management frameworks but the evidence demonstrates that putting frameworks into practice is challenging. Performance agreements should provide a succinct snapshot of executive performance in terms of results achieved and the capabilities demonstrated and the associated template should be informative and easily completed. Interest in performance management and development is widespread. Performance management can be viewed as a system for managing and improving organizational performance, a system for improving individual or employee performance and as a system for integrating the management and improvement of both organizational and individual performance.

HISTORY OF PERFORMANCE APPRAISAL

The concept of Performance Appraisal is not a new invention as it was first introduced in China during 221-265 AD by We dynasty to appraise the performance of members of its official family. How ever, this concept had been substantially improved upon thereafter and New York

City civil services adopted such improved version of appraisal, during 1883. Subsequently, commiserating with the metamorphosis that took place in the arena of Human Resource Management (HRM), the concept of Performance Appraisal has been increasingly recognized as an effective technique and tool for systematic evaluation of relative performances of individuals in the organizations.

In a simplest sense, the term Appraisal implies evaluation of worth, quality and merit. In the context of organization, wider sense, performance Appraisal can be defined as a systematic and objective process of judging the relative worth or ability of an employee in performing his job. The important features of the concept of performing his job. The important features of the concept of Performance Appraisal are:

It is not a one-time exercise but a periodically continuous and on-going process.

- ❖ The appraisal is systematic since it seeks to evaluate all performances in the same manner by utilizing uniform standards, so that appraisal of performances of different individuals is comparable,
- ❖ It tries to identify the strengths and weakness of an employee on his present job.
- ❖ The appraisal should have objectivity as it attempts at accurate measurement while trying to eliminate human biases and prejudices,
- ❖ Its focus is to plan placements and transfers besides career growth and development of individuals,

- ❖ It serves as a feedback mechanism to the employees as to where he stands and to suggest for needed changes in his behaviour, attitudes, skills and job knowledge etc.,
- ❖ It aims at preparing a level playing ground for mutual trust and goodwill between superior and subordinate in the organization.

Pre-requisites for an effective Performance Appraisal System:

In order to obtain the best out of this concept, there are certain essential pre-requisites to be adopted by the individuals and the management of the organization. On its part, management should create and imbibe a work culture which is conducive for proper initiative; objectivity and transparency among work force that induces the employees take timely and faster decisions. It should set out various goals, which are attainable by the employee's compensating with, their potential and performance levels. Management should clearly define the job roles of each individual and as to what he needs to perform and with what resources. Management should encourage and develop inter-personal relations among rank and file, which paves way for cohesive and mutual co-existence of employee's in general, and superiors and subordinates, in particular.

The exercise of periodical review of performance of individuals and filling the gaps, if any, found between the actual performance and set goals, should be done on an ongoing basis by way of proper counseling and if necessary, by imparting need-based training inputs. Further, management should promote and ensure smooth and uninterrupted flow of communication in the organization and the barriers, if any, should be got cleared, last it may result in avoidable subjectivity, which adversely affects the process of performance appraisal.

On their part, the employees should accept the mantle of the performance appraisal process as an essential and effective tool for their career development and hence should repose confidence and faith in the system. Individuals should not treat their colleagues with due respect and warmth. These undesirable attitudinal traits should yield place to mutual respect, understanding, concern and cohesiveness so as to make the process more meaningful and purpose-oriented. The relationship between the superior and subordinate shall not be seen as that of 'Master and Servant' but of partners in the process of mutual development and growth. Since appraising of performance touches on one of the most emotionally charged activities, the managers in the organizational hierarchy should be more humanely sensitive to this vital aspect.

The basic Performance Appraisal process – Modus Operandi:

The basic Appraisal Process begins with the establishment of performance standards i.e. objectives or goals which are the end points or the specific targets-qualitative, to be achieved by the individuals during the period of review. These standards are necessarily to be evolved based on the job analysis and job description. As already discussed, these goals should be clear and objective enough to be properly understood and measured. This is an important aspect as to set performance standards, lest the entire process may turn to be a futile exercise. Care, therefore, should be taken to set challenging yet achievable goals keeping in view the overall corporate objectives and specific needs of each business segment of the organization.

Once the performance standards are established, it is essential to communicate these expectations to the concerned individuals, as the subordinates should not be left to their wisdom to guess as to what is expected of them. While doing so, it should always be ensured that the performance standards are properly communicated to the subordinate with the purpose and intent with which such standards are set. Therefore, feedback should be obtained invariably; or the very purpose of setting the goals will be defeated. Job rotation, which is an effective tool for enriching the knowledge base of the employees and making them versatile in all functional areas of the organizational activities, should be carried out

synchronizing with the setting of goals at the beginning of the year or with half yearly review of the performance.

Having set the performance standards and properly communicating them to the employees in clear terms, the next step is to measure the actual performance of the employees concerned. In order to determine the actual performance, it is necessary to acquire detailed information through various sources like personal observation, statistical report, oral report and written report. Although each of these sources of information has its own limitations. The culmination effect of all these sources increases the probable reliability of the information.

The fourth step in the performance appraisal process is to compare the actual performance of the concerned employee with that of the pre-set goals. The underlying objective of this step is to know as to how effectively and efficiently he has achieved the goals and if not achieved the objectives fully, as to what extent he has achieved the objectives fully, as to what extent he has achieved and the degree of deviations from the set goals. This enables the appraiser to know the strengths and weaknesses of the employees potential and performance.

Once the actual performance is compared with the set goals and derived the deviations, if any, the next step is to discuss the appraisal with the concerned employee. This task is very crucial and equally sensitive to the appraiser, in as much as one of the most challenging task facing today's managers is to frankly present the actual performance to the subordinate and then have the subordinate accept the appraisal in true spirit. The impression received by the subordinates about their assessment has strong impact on their self-esteem and thus is very important for their subsequent performance. Of course conveying news about the excellent performance is a welcome feature than to convey the news about the low performance to the subordinate. It is due to this reason, many organizations do claim the performance appraisal document as privileged and confidential one thereby leading to avoidable gap between superior's expectations and subordinate's actual performance as perceived by the superior. This sort of practice would not serve the real purpose, which the system has been devised for. Hence, it is imperative on the part of the management to create an atmosphere of openness and

transparency in the system, which drives the superior to judge the performance, based purely on the actual and not by subjective factors such as individual likes and dislikes.

The purpose of discussing the appraisal with the concerned employee is to identify probable gaps in potential and job knowledge of the subordinates and to take appropriate corrective steps by the management to recoup such gaps through proper and suitable inputs like training, counseling exercises etc. in case, the gaps in potential and actual performance are to be on account of the reasons attributable to personality traits of the concerned employee, it would help him to take suitable corrective steps to mould his attitude/behavior on the job.

Methods of performance Appraisal: -

Traditional methods

Modern methods

1. Straight Ranking method

1. Assessment center

2. Man to man comparison method

2. Appraisal by results

(or)

Management by objectives

3. Grading method

Graphic rating scales

4. Forced choice description method

5. Forced distribution method

6. Check lists

7. Free from essay method

8. Critical methods

9. Group appraisals

10. Field review method

1. **Straight Ranking Method == > It is the oldest and simplest method of performance appraisal, by which the man and his performance are considered as an entity by the rater. No attempt is made to fractionalize the rate or his performance: the “Whole man” is compared with the “whole man”, i.e. the ranking of a man in a work group is done against that of another. The relative position of each men is tested in terms of his job performance**
2. **Against that of another member of a competitive group by placing him as number one or two or three in total group: i.e. persons are tested in order of merit and placed in a simple grouping.**
3. **Man-to-man comparison method== > This technique was used by the USA army during the First World War. By this method, certain factors are selected for the purposes of analysis (leadership, dependability, and initiative), and the rater for each factor designs a scale. A scale of man is also created for each selected factor. The each man to be rated is compared with the man in the scale, and certain scores for each factor are awarded to him. In other words personnel are compared to the key man in respect of one factor at a time. In performance appraisal, it is not of much use because of designing of scales is a complicated task.**
4. **Grading method == > Under this system, the rater considers certain features and marks them accordingly to a scale. Certain categories of worth are first established and carefully defined. The selected features may be analytical ability, cooperativeness, dependability, self-expression, job**
5. **Knowledge, Judgment, leadership and organizing ability, etc. They may be; A- Outstanding, B-very good; C-good or average; D-fair; E-poor. The actual performance of**

an employee is then compared with these grade definitions and he is allotted the grade which best describes his performance.

6. Graphic or Linear Rating Scale == > It is an approach similar to the man to man rating system except that in this system the degrees on the factor scales are represented by definition rather than by key man, most commonly used system for measuring the worth of jobs-the 'point system' of job evaluation. The selection of factors to be measured is a crucial part of this system. The factors normally fall under two heads namely characteristics and conditions. Since certain areas of job performance cannot be objectively assessed, the graphic scales method uses a mixture of characteristics and contributions. The number of factors to be considered can be decided upon the particular occupational category being discussed.
7. Forced Choice description method == > In this also, the rating form must be constructed specifically for a job. It consists of a large number of groups of four to five statements each. For each group the rater must select one statement that is most descriptive of the individuals' performance and another statement that is least descriptive. The actual value of the statements is kept secret from the raters, which prevents the chances of any deliberated bias on their part. The principle disadvantages of this method are that it is expensive to install and secondly it is difficult for a supervisor to discuss the ratings with his subordinates because he himself is not aware of the weight ages given.
8. Forced Distribution method == > The grading method is modified into the forced distribution method. It requires the rater to distribute his ratings in pattern to conform to a normal frequency distribution. As an example it could be specified that the rater must allocate 10% of his subordinates to the top grade, 20% to the next grade, 40% to the middle grade, 20% to the next and 10% to the lowest grade. The system has the advantage of forcing a separation of the personnel onto various groups and the rater cannot put them into one particular group.

9. Free Essay method == > This method does not use any scale or check list. It simply requires the rater to write his impressions, on a sheet of paper, individuals for each subordinate grouped under headings, divided upon by the organization. One advantage of this method is that the appraisal will depend quite on the writing ability of the rater.
10. Checklist == > Under this method, rater does not evaluate employee performance. He merely reports and the personnel department makes final rating. A checklist questionnaire is prepared in the form of a series of questions concerning the employee. The rating is made on the basis of the checklist completed by the rater. The different statements of the employee may be awarded weights. The total of these weights gives the merit of an employee.
11. Critical Incident method== > The basis of this method is the principle that “three are certain significant acts in each employee’s behaviour and performance which make all the difference between success and failure on the job”. The rater records such events, which occur in the performance of the rate’s job. Such incidents may be:
- Become upset over work
 - Refused to help a fellow worker.
 - Suggested an improvement in the work method.
 - Refused to take a chance for further training etc.

The incidents so collected are weighted and ranked. This provides a sound basis for the appraisal of an employee.

12. Group Appraisal management == > Under this system, the rating is made not by a single rater, but a group of supervisors sit together and evaluate the performance of the employee. The group consists of the immediate supervisor and two or three other supervisors of higher managerial personnel having knowledge of the employee under review.

13. Field Review method == > under this method, an expert from the personnel department interviews supervisors. Such expert questions the supervisors to obtain all the pertinent information on each employee and makes a record. They are also asked to suggest measures for improvement in employee performance. These notes are sent to supervisor concerned for his approval or modifications. Thus, there is no rating form but employee is rated as whole.

MODERN METHODS:

1. Management by objectives == > It is a process where by the superior and subordinate managers of an organization jointly identify its common goals, define each individuals major areas of responsibility in terms of results expected of him and use these measures as guides for operating the unit and assessing the contribution of each of its members.

2. Assessment center method == > under this method, many evaluators join together to judge employee performance in several situations with the use of a variety of criteria. It is used mostly to help select employees for the first level (the lowest) supervisory positions. Assessments are made to determine employee potential for promotion

purposes. The assessment is generally done with the help of a couple of employee and involves a paper and pencil test, interviews and situational exercises

3. Human Asset Accounting method == > It can be appraised by developed procedures, by undertaking periodic measurements of “key casual” and intervening enterprise variables. The key variable include the structure of an organizations management policies, decisions etc. The intervening
4. Variables reflect the internal state and health of an organization. These two types of variable measurements must be made over several years to provide the needed data for the computation of the human asset accounting.
5. Behaviorally anchored Rating scales == > This is a new appraisal technique. This has recently been developed. It exports claim that it provides better, more equitable appraisals as compared to other techniques. The procedure for the method is usually five stepped.
 - a). Generate critical incidents.
 - b). Develop performance dimensions.
 - c). Reallocate incidents.
 - d). Scale of incidents.
 - e). Develop final instrument.

**PERFORMANCE APPRAISAL SYSTEM IN CHENNAI PETROLEUM CORPORATION
LIMITED**

“Performance Appraisal is a systematic, periodic and so far as humanly possible, an impartial rating of an employee’s excellence in matters pertaining to his present job and to his potentialities of a job”

EDWIN B. FLIPPO: -

In simple words, performance appraisal or merit rating is the systematic evaluation of the individual with respect to his performance on the job and his potentials for development.

An accepted system of performance appraisal is a great asset in the development of the human resources in an organization; it helps assess its managerial strengths and weaknesses. Such a system should also make for an effective tool of growth for the individual as well as contribute to an increasing recognition of identity between the organization and the people in it. A performance appraisal system has evolved with this in view. Any corporation adopts a positive attitude towards the individuals facilitating overall improvement and development in the employees. This approach accomplishes the personnel objective of development of people by appraising the worth.

Objective of Merit Rating Report: -

The objective of Merit Rating Report is to fairly assess.

- ❖ The employee's value to the corporation
- ❖ The need for further training or transfer or promotion.
- ❖ To counsel the employees appropriately regarding their strengths or abilities and shortcomings or weaknesses and

- ❖ Assist in developing them to realize their full potential in time with the organization objectives and goals.

The proper use of Merit rating report prevents biased or hasty judgment by

Ensuring that each employee is deliberately judged for the same qualities i.e., the abilities and shortcomings of each employee can be fairly compared against those of others in the same grade.

Components of Merit Rating Report: -

The Merit rating report is different for the officers and the supervisors or executives. As this project is focused on the Administration Executives i.e., the supervisors, the Merit rating report includes the following.

It is divided into 11 personal qualities, each quality is divided into 5 levels of ability, each level of ability is divided into 3 scoring spaces.

The eleven questions include the following personal qualities

1. Physical suitability and bodily vigor.
2. Cleanliness of person and working habits.
3. Care of tools, materials and corporation property.
4. Willingness and enthusiasm.
5. Quality of work.
6. Quality of work.

7. Reliability and trustworthiness of employee.
8. Ability to take intelligent action.
9. Mobility or willingness of employee to help in other jobs.
10. Leadership potentials of the employee.
11. This quality “Time lost through lateness and Absence”, has to be filled in from the personal office records.

I. Stages of Appraisal:

Merit rating report is an important document, which provides the basic inputs for assessing the performance of an officer and for further advancement of his career. Performance appraisal is a means for developing human resources. Merit rating report is aimed mainly to encourage, advice the employee to get the best of the performance out of him. So the authorities responsible should have high sense of responsibility while rating the Merit rating reports. Rating reports in starts form the class III employees and above who are designated in various departments. The Merit rating reports are different for the supervisors and officers. They also differ in their construction accordingly to their job and the responsibilities.

The supervisors include the employees designated as below.

- Assistant manager
- Superintendent
- Deputy Superintendent
- Senior Assistants of all the departments.

The officers include all the heads of the departments, senior officers etc. Merit rating reports of the officers are different for each grade as

- Deputy Chief personnel manager/personal officer.
- Regional manager
- Depot manager
- Workshop manager/Assistant workshop manager.

Reporting officers should write the Merit rating reports for the employees working under him for a period not less than 3 months.

- Reporting officer.
- Reviewing authority.
- Accepting authority.

Duties and functions of the reporting officer, reviewing authority and accepting authority and custodian officer are detailed as below.

a). Reporting officer = = > The controlling officer is reporting officer who shall assess and rate the performance of his subordinates officer. He shall fill up the Merit rating report in triplicate and transmit the merit rating reports in duplicate to reviewing authority duly keeping the triplicate copy in the personal custody.

b). Reviewing authority = = > On receipt of the merit rating report from reporting officer, reviewing authority shall objectively scrutinize the ratings awarded by the initiating officer. He will also do so duly substantiating the valid reasons therefore and the reviewing authority in turn shall submit the merit rating report in duplicate to Accepting authority.

c). Accepting authority = = > The accepting authority after reviewing the merit rating report received from the reviewing authority if disagree with the rating given by both of them and give his independent assessment with valid reasons. The assessment given by accepting authority shall be final and the merit rating report folder. The third copy of the adverse remarks communicated shall be filled in the personal care duly making an entry in service register.

II. Schedule & Procedure followed for rating merit-rating report: -

The schedule followed for Merit rating is as per the financial year i.e., from 1st April of the present year to 31st March of next year. Organization decided to change the merit review as for every financial year from 2000-2001 onwards. But it is being kept in practice from April 2001 to March 2002 as the merit rating reports for 2000-2001 were already been collected in many center's by the time circular was released.

The following procedure is followed for rating the merit rating report: -

1. The Dy. CPM (est.) shall transmit the blank merit rating reports to the ED of zone in triplicate based on the number of officers working under the Administrative control of each zone plus 10% extra for contingencies.
2. **The ED of zone shall arrange to transmit the blank merit rating report duly filled in the required particulars to reporting authority.**

3. The Reporting Officer should tick in the appropriate box of merit rating report. If they choose to write remarks at the end of the report, they should tally with the ratings. After merit rating report, they should tally with the ratings. After merit-rating report is completed the officer should sign and write his full name and designation. Reporting officer should ensure that the details of employee i.e., designation, staff number are properly indicated. After completion the rating officer submits to counter signing authority.
4. The Counter Signing Authority shall transmit the merit rating reports to the custodian officer after counter signing the same if the ratings given by rating officer are acceptable. If the counter signing authority differs with the rating given by rating officer then he re-rates the merit rating report duly marking and initializing at appropriate boxes. Counter signing authority should write his name and designation. The counter signing authority should send the merit rating reports in duplicate in the custodian officer.
5. The Custodian Officer shall communicate adverse remarks if any recorded in the merit rating reports by Reporting authority or counter signing to concerned
6. employee as soon as merit rating reports are received from counter signing authority.
7. In order to provide an opportunity to an employee who is adversely rated to represent his case for a review, the level of accepting authority was designated as “ APPELLATE AUTHORITY’. Detailed instructions were also notified in regard to communicate of adverse remarks, submission of appeal to the custodian officer with in 15 days from date of receipt of the adverse remarks and the disposal of the appraisal by Appellate authority within one month from the date of receipt of appeal.
8. A copy of proceedings of appellate authority along with the acknowledge of the employee is sent to custodian officer.

9. In case if appellate authority feels like the merit rating report to be re-rate each column and initial the same in addition to issuing proceeding to the effect. The decision of appellate authority is final.
10. The custodian officer shall put all the merit rating reports to accepting authority immediately on receipt for his review. During the course of review if accepting authority feels that any of the merit rating report to be revised, he can give his independent assessment and rating duly giving justification, which is final

RESEARCH METHODOLOGY

SCOPE OF THE STUDY:

The scope of any performance appraisal should include the following: provide employees with a better understanding of their role and responsibilities; increase confidence through

recognizing strengths while identifying training needs to improve weaknesses; improve working relationships and communication between supervisors and subordinates; increase commitment to organizational goals; develop employees into future supervisors; assist in personnel decisions such as promotions or allocating rewards; and allow time for self-reflection, self-appraisal and personal goal setting.

The scope of the study encompasses the area of performance appraisal system in Human Resource Management, The study is confined to the relation between Manager and employees appraisal system.

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

To assess the effectiveness of the performance Appraisal management of Chennai Petroleum Corporation Limited.

SECONDARY OBJECTIVES

Objective of Performance Appraisal focus on together employee and organization development. Some of the objectives are:

- To assess the effectiveness of the counseling done by rating officer
- To study whether the current performance Appraisal management identifies the training needs and facilitates the growth
- To know the scope for communicating the plans of management and goals to the staff.

- To identify potential and capabilities of employees and improve the overall Organizational Performance.

- To provide necessary suggestions to improve the overall performance Appraisal managements.

NEED FOR THE STUDY

Performance Appraisal provides the information to diagnose deficiency in employee regarding skill, knowledge, determine training and developmental needs and to prescribe the means for employee growth and ensuring better performance. The survey was used to achieve the objective of the study. Survey research is the systematic gathering the data from respondents through questionnaire.

Performance appraisal is needed in order to:

- Provide information about the performance ranks basing on which decision regarding salary fixation, confirmation, promotion transfer etc.,
- Provide information about the level of achievement and behaviors of subordinate.
- Provide information which helps to counsel the subordinate.
- To prevent grievances and in disciplinary activities.

SAMPLE SIZE: -

Survey covers the employees of CHENNAI PETROLEUM CORPORATION LIMITED PVT LTD CHENNAI. The sample size of 130 respondents is chosen according to the convenience of the researcher. This is determined by the considering the time and money factor

DATA COLLECTION METHOD: -

Data collection is made through primary data and secondary data.

PRIMARY DATA:

Primary data is collected through a structured questionnaire constructed exclusively for the Employees and their officers of CHENNAI PETROLEUM CORPORATION LIMITED and also interacted with the officials of the organization together relevant information required for the study secondary data.

SECONDARY DATA:

The Secondary data is collected from the records of the personnel Department of Chennai Petroleum Corporation Limited .

RESEARCH INSTRUMENT: -

A questionnaire is a formal list of questions to be answered in the survey. A structured questionnaire is the research instrument.

SAMPLING: -

Convenience sampling of hundred has been used to collect the data from the respondents.

LIMITATION OF THE STUDY

- The study is confined to supervisors of Chennai Petroleum Corporation Limited only.
- Due to time and other factors 130 supervisors are taken in for the study.
- The study is confined to Chennai and nearby areas only.
- There is possibility of sampling errors in the study.
- Findings of the study are based on the assumptions that the respondents have divulged.
- The responses of the consumers may not be genuine.
- The questions included in the questionnaire may not be comprehensive.

Some respondents hesitate to give complete information due to some fear with peers and superiors

ANALYTICAL TOOLS

ANALYSIS USING KARL PEARSON'S CORRELATION:

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables. The Pearson product-moment correlation coefficient is a measure of the strength and direction of association that exists between two variables measured on at least an interval scale. It is denoted by the symbol r .

$$r = \frac{N\sum XY - \sum X \sum Y}{\sqrt{N\sum X^2 - (\sum X)^2} \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

CHI- SQUARE TEST I – (χ^2)

A chi-squared test, also referred to as chi-square test or χ^2 test, is any statistical hypothesis test in which the sampling distribution of the test statistic is a chi-squared distribution when the null hypothesis is true, or any in which this is asymptotically true, meaning that the

sampling distribution (if the null hypothesis is true) can be made to approximate a chi-squared distribution as closely as desired by making the sample size large enough.

The χ^2 test was first used by Karl Pearson in the year 1980. The quantity χ^2 describes the magnitude of the discrepancy between theory and observation.

It is calculated using:

$$\chi^2 = \sum [(O_i - E_i)^2 / E_i] \text{ with } (n - 1) \text{ degrees of freedom.}$$

Where, O_i refers to the observed frequency & E_i to the expected frequencies. χ^2 was used as a test of independence and goodness of fit.

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.

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

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.

“DATA ANALYSIS AND INTERPRETATION

Analysis of appraiser's view and perceptions on performance appraisal.

TABLE: - 1

The Current performance Appraisal System encourages both parties to have a common understanding of factors affecting the performance.

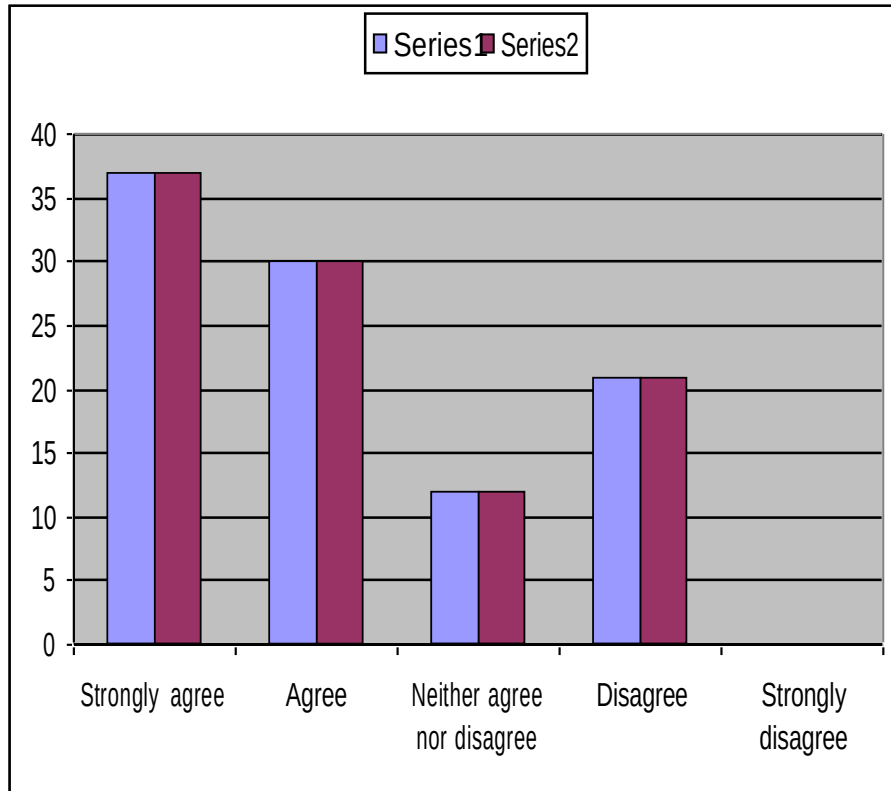
SL NO	Opinion	No.of respondents	Percentage of respondents
1.	Strongly agree	48	37%

2.	Agree	39	30%
3.	Neither agree nor disagree	16	12%
4.	Disagree	27	21%
5.	Strongly disagree	0	0%
	Total	130	100%

Interpretation :

The above table shows that 37% of the respondents are strongly agreed, 30% of the respondents are agreed, 12% of the respondents are neither agreed nor disagreed, 21% of the respondents are disagreed that the appraisal System encourages both parties to have a common understanding of factors affecting the performance.

CHART 1:



INFERENCE:

The above figure shows that 37% respondents of respondents are strongly agreed.

TABLE: -2

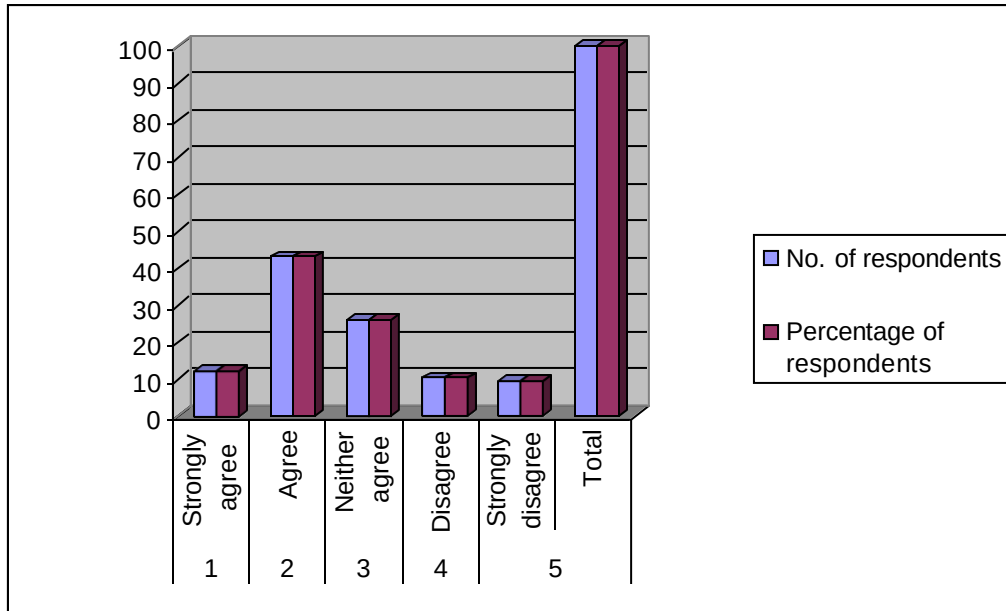
Contributions of effective Performance.

S.No.	Opinion	No. of respondents	Percentage of respondents
1.	Strongly agree	15	12%
2.	Agree	56	43%
3.	Neither agree nor disagree	34	26%
4.	Disagree	13	10%
5.	Strongly disagree	12	9%
	Total	130	100%

Interpretation :

The above table shows that 12% of respondents are strongly agreed 43% respondents of respondents are agree 26% of respondents are neither agree nor disagreed 10% of respondents are disagree 9% of respondents are strongly disagree that the performance appraisal system directly contribute to the affective performance.

CHART 2:



INFERENCE:

The above figure shows that 43% respondents of respondents are agreed. that there is scope for Contributions of effective Performance.

TABLE: - 3

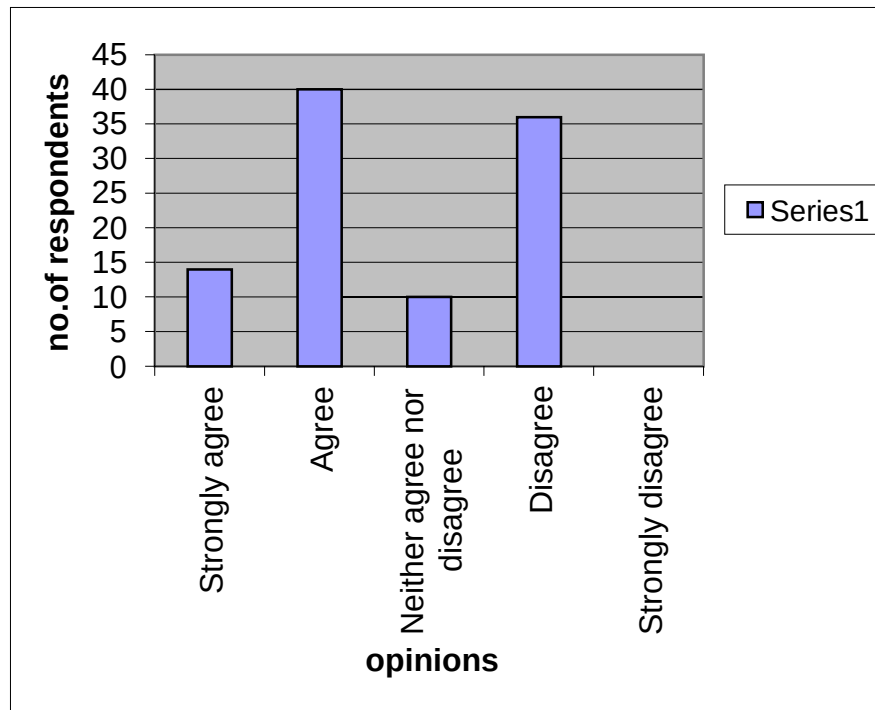
Scope for communicating the plans of the top management and goals to the staff.

S.No.	Opinion	No. of respondents	Percentage of respondents
1.	Strongly agree	18	14%
2.	Agree	52	40%
3.	Neither agree nor disagree	13	10%
4.	Disagree	47	36%
5.	Strongly disagree	0	0%
	Total	130	100%

Interpretation :

The above table shows that 14% of the respondents of strongly agreed 40% of the respondents are agreed 10% of the respondents are neither agreed nor disagreed. 36% of the respondents are disagreed that the appraisal system has scope for communicating the plans of top management and goals to the staff with this statement.

CHART 3:



INFERENCE:

The above figure shows that 40% of the respondents are agreeing that there is scope for communicating the plans and goals of the top management to the staff.

TABLE: - 4

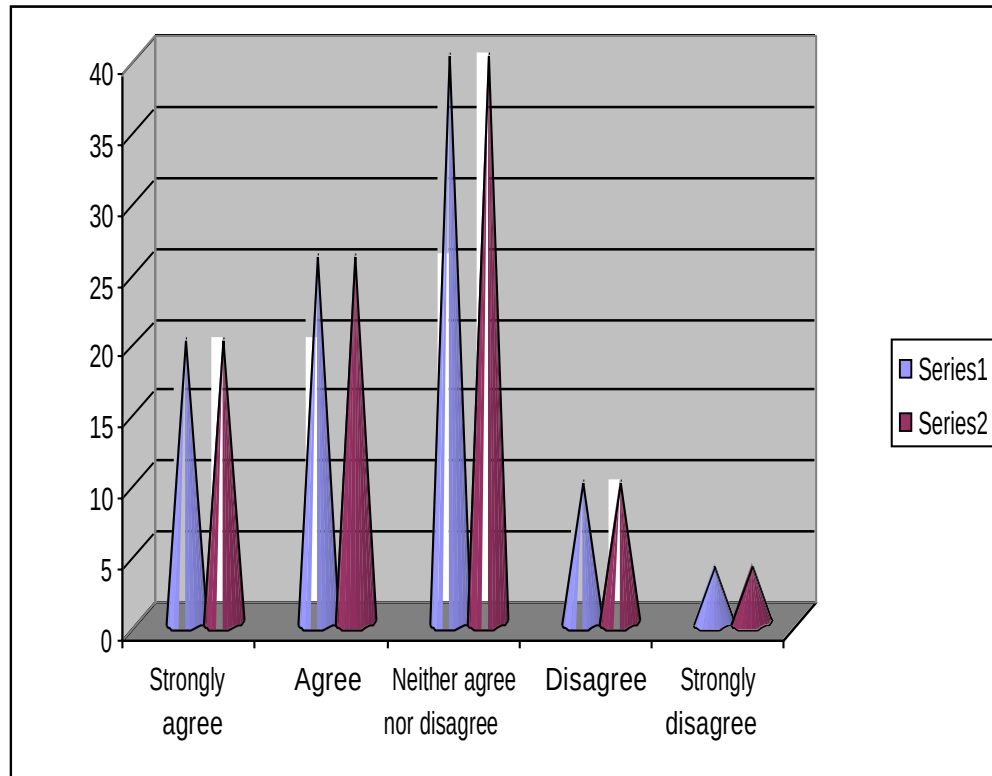
That the present appraisal system provides an opportunity for each appraisee to know clearly what is expected from him/her with the statement.

S.No.	Opinion	No. of respondents	Percentage of respondents
1.	Strongly agree	26	20%
2.	Agree	34	26%
3.	Neither agree nor disagree	52	40%
4.	Disagree	13	10%
5.	Strongly disagree	5	4%
	Total	130	100%

Interpretation:

The above table shows that 20% of the respondents are strongly agree 26% of the respondents are agree 40% of the respondents are neither agreed nor disagreed 10% of the respondents are disagreed 4% of the respondents are strongly disagreed. That the present appraisal system provides an opportunity for each appraisee to know clearly what is expected from him/her with the statement.

CHART 4:



INFERENCE:

The above figure shows that 40% of the respondents are neither agreed nor disagreed

TABLE: 5

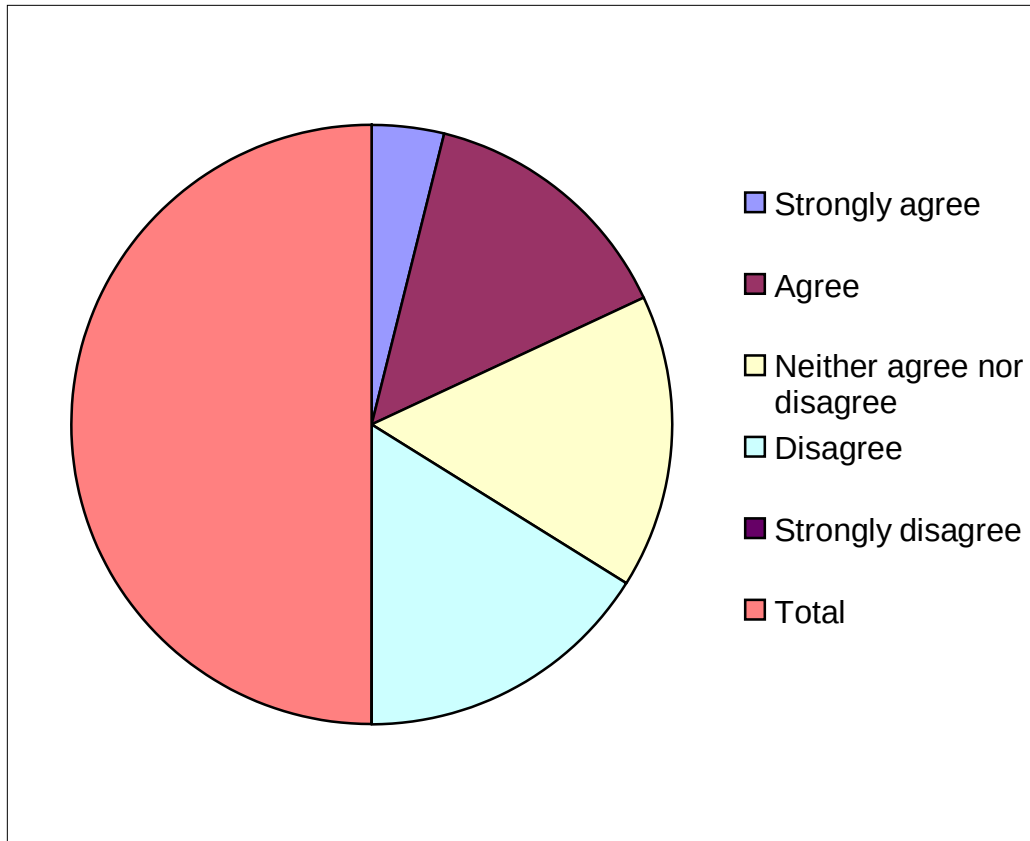
Aims at strengthening the relationship through mutuality and trust.

S.No.	Opinion	No. of respondents	Percentage of respondents
1.	Strongly agree	10	8%
2.	Agree	36	28%
3.	Neither agree nor disagree	42	32%
4.	Disagree	42	32%
5.	Strongly disagree	0	0%
	Total	130	100%

Interpretation:

The above table shows that 8% of the respondents are strongly agreed, 28% of the respondents are agreed, 32% of the respondents are neither agreed nor disagreed 32% of the respondents are disagreed that the present appraisal system aims at strengthening the relationship through mutuality and trust.

CHART 5:



INFERENCE:

The above figure shows that both 32% of the respondents are neither agreed nor disagreed and disagree

TABLE: - 6

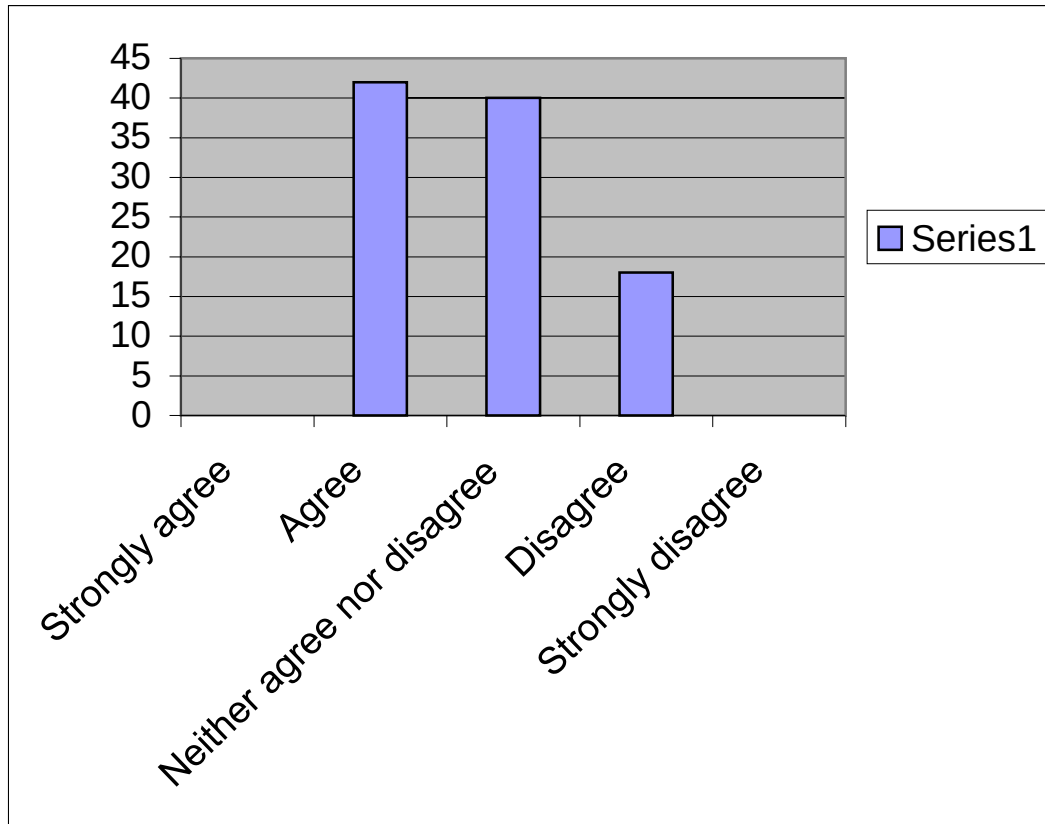
The Current performance Appraisal System provides the opportunity for the each appraisee communicate the support that he needs from his/her superior.

S.No.	Opinion	No. of respondents	Percentage of respondents
1.	Strongly agree	0	0%
2.	Agree	55	42%
3.	Neither agree nor disagree	52	40%
4.	Disagree	23	18%
5.	Strongly disagree	0	0%
	Total	130	100%

Interpretation:

The above table shows 42% of the respondents are agreed 40% of the respondents are neither agreed nor disagreed 18% of the respondents are disagreed that the current appraisal system provides an opportunity for the each appraisee to communicate the support that he needs from his superiors.

CHART 6:



INFERENCE:

The above figures shows that 42% of the respondents are agreed.

TABLE:-7

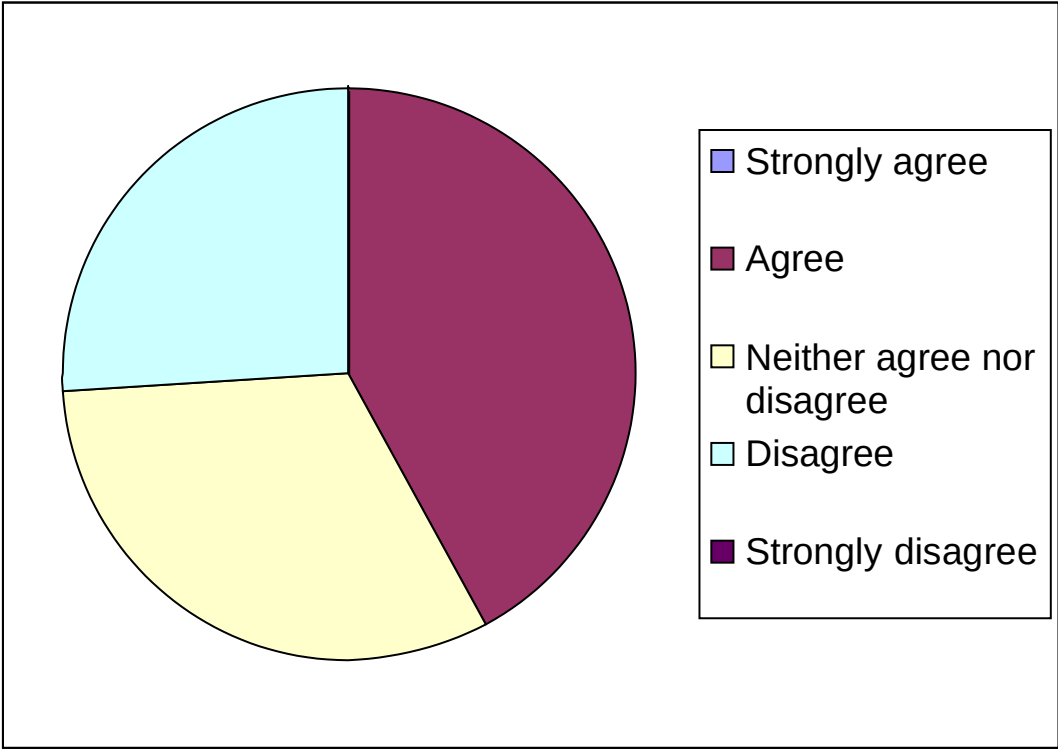
The Current Performance Appraisal system provides the opportunity to Express developmental needs by appraisee.

S.No.	Opinion	No. of respondents	Percentage of respondents
1.	Strongly agree	0	0%
2.	Agree	55	42%
3.	Neither agree nor disagree	42	32%
4.	Disagree	33	26%
5.	Strongly disagree	0	0%
	Total	130	100%

Interpretation:

The above table shows that 42% of the respondents are agreed 32% of the respondents are neither agreed nor disagreed 26% of the respondents are disagreed that the appraisal system provides an opportunity to express developmental needs of appraisee.

CHART 7:



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The above figure shows that 42% of the respondents are agreed.

TABLE: - 8

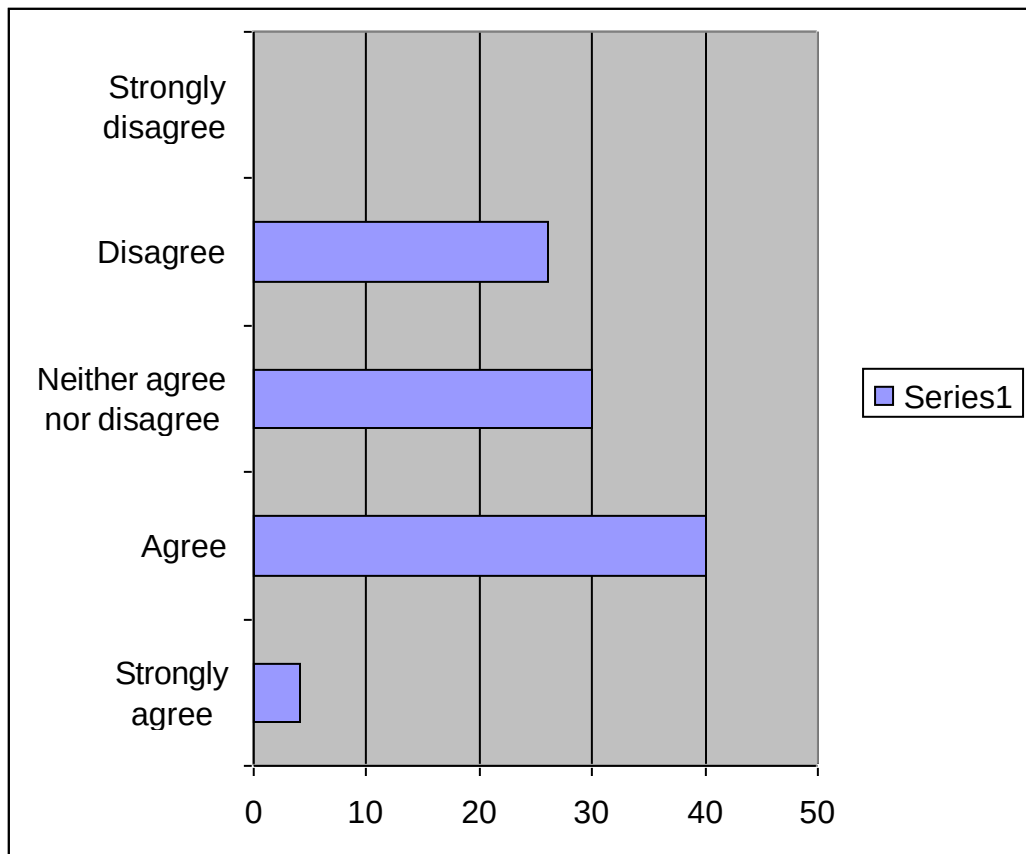
The Current performance Appraisal System helps to improve the degree of mutuality and understanding between both parties in work relationship.

S.No.	Opinion	No. of respondents	Percentage of respondents
1.	Strongly agree	5	4%
2.	Agree	52	40%
3.	Neither agree nor disagree	39	30%
4.	Disagree	34	26%
5.	Strongly disagree	0	0%
	Total	130	100%

Interpretation:

The above table shows that 4% of the respondents are strongly agreed 40% of the respondents are agreed 30% of the respondents are neither agreed nor disagreed 26% of the respondents are disagreed that the current appraisal system helps to improve the degree of mutuality and understanding between both parties in work relationship.

CHART 8:



INFERENCE:

The above figure shows that 40% of the respondents are agreed.

TABLE:-9

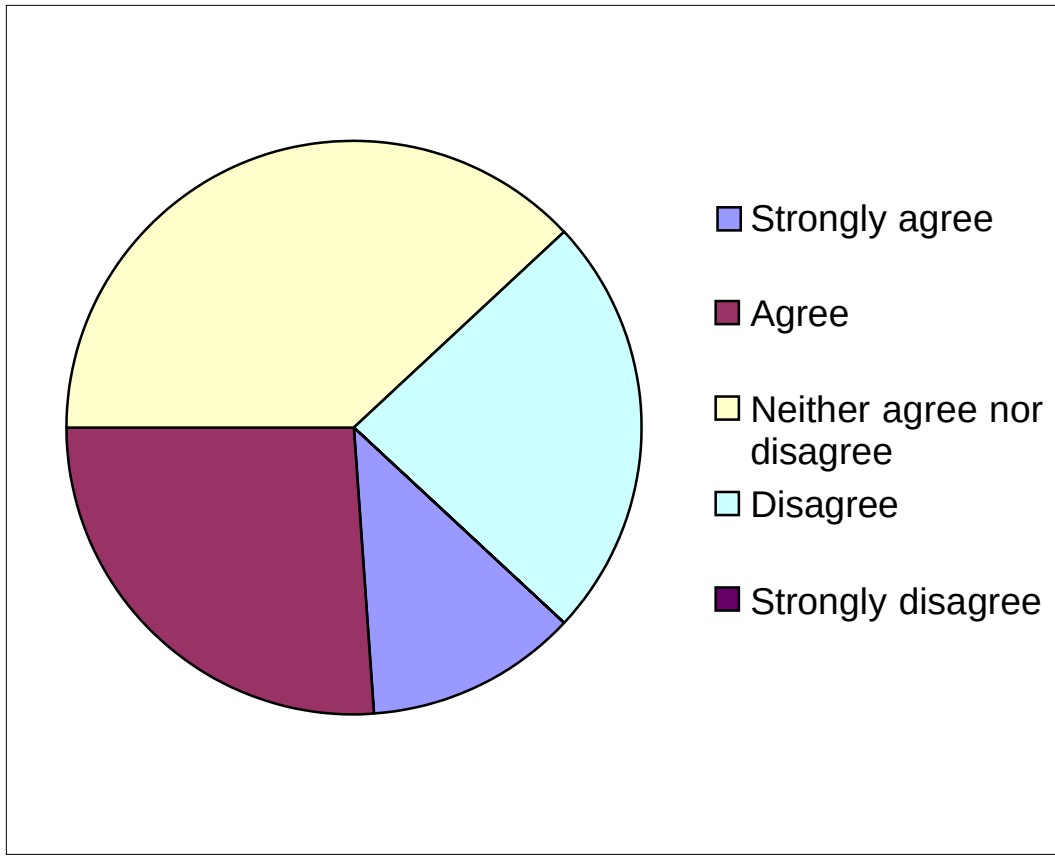
The Current Performance Appraisal System Provides the opportunity to gain more insights in their strengths and weakness.

S.No.	Opinion	No. of respondents	Percentage of respondents
1.	Strongly agree	16	12%
2.	Agree	34	26%
3.	Neither agree nor disagree	49	38%
4.	Disagree	31	24%
5.	Strongly disagree	0	0%
	Total	130	100%

Interpretation:

The above table shows that 12% of the respondents of strongly agreed 26 % of the respondents are agreed 38% of the respondents are neither agreed nor disagreed 24% of the respondents are disagreed that the appraisal system provides the opportunity to gain more insights into their strengths and weakness.

CHART 9:



INFERENCE:

The above figure shows that 38% of the respondents are neither agreed nor disagreed

TABLE: - 10

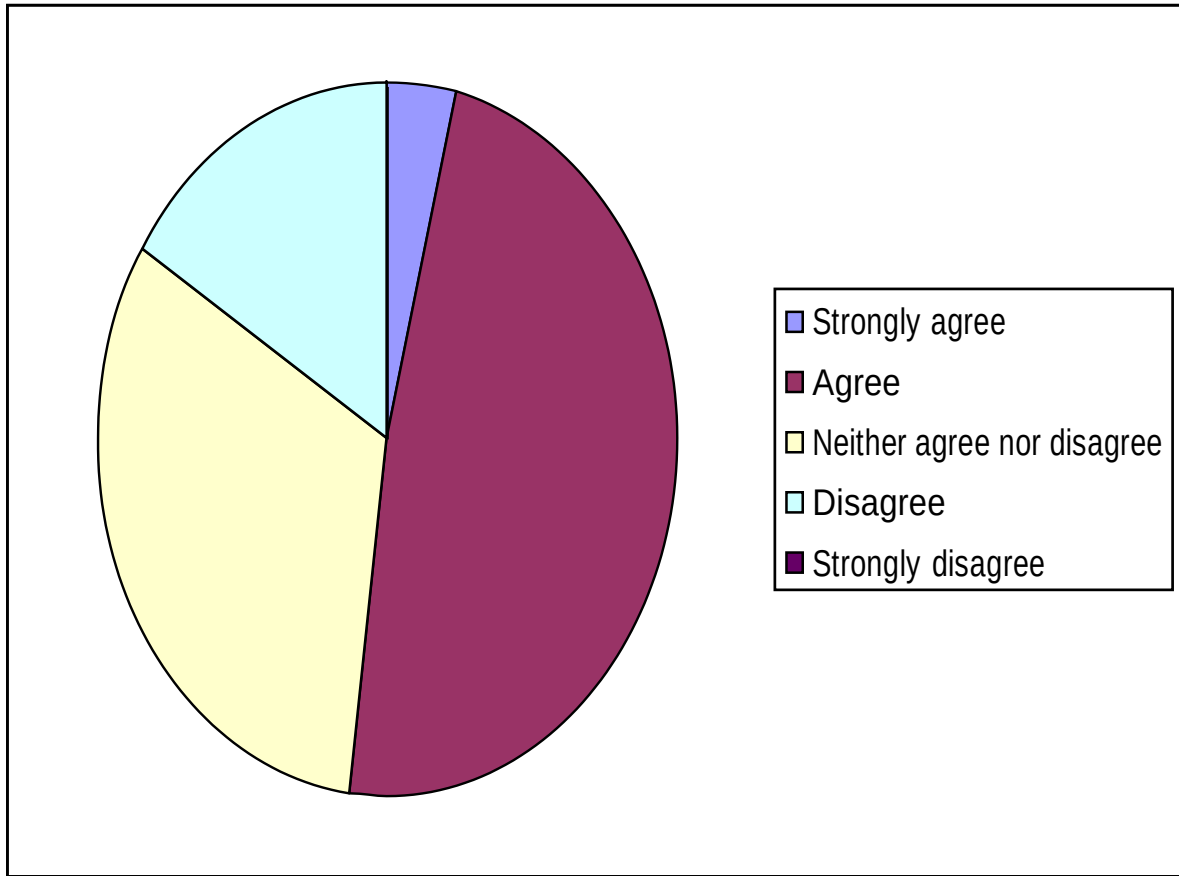
The current appraisal system reflects the real assessment of the superior for the appraisee.

S.No.	Opinion	No. of respondents	Percentage of respondents
1.	Strongly agree	5	4%
2.	Agree	62	48%
3.	Neither agree nor disagree	42	32%
4.	Disagree	21	16%
5.	Strongly disagree	0	0%
	Total	130	100%

Interpretation:

The above table shows that 4% of the respondents are strongly agreed 48% of the respondents are agreed 32% of the respondents are neither agreed nor disagreed 16% of the respondents are disagreed, The current appraisal system reflects the real assessment of the superior for the appraisee.

CHART 10:



INFERENCE:

The above figures shows that 48% of the respondents are agreed

TABLE: - 11

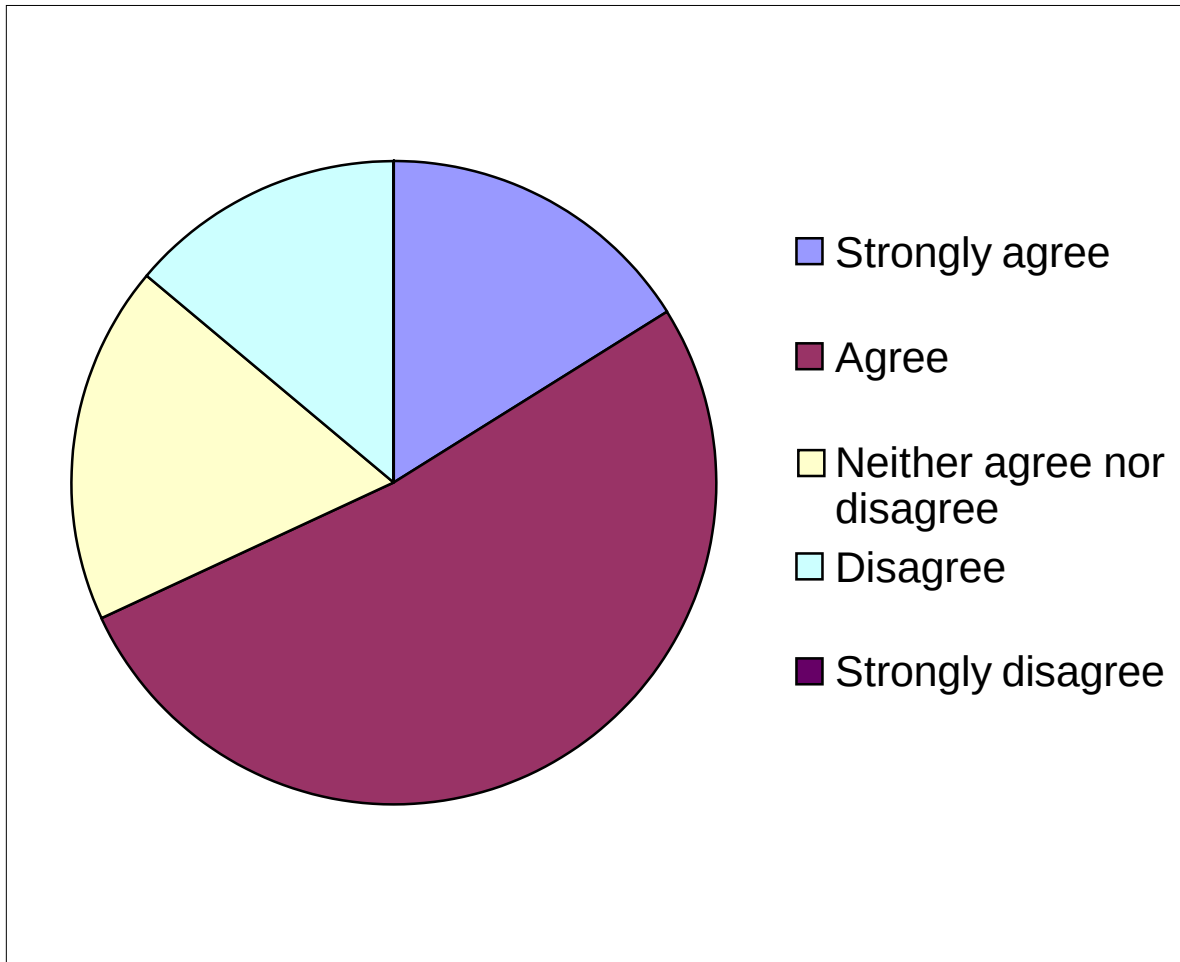
The current performance appraisal system identifies the training needs.

S.No.	Opinion	No. of respondents	Percentage of respondents
1.	Strongly agree	21	16%
2.	Agree	68	52%
3.	Neither agree nor disagree	23	18%
4.	Disagree	18	14%
5.	Strongly disagree	0	0%
	Total	130	100%

Interpretation:

The above table shows that 16% of the respondents are strongly agreed 52% of the respondents are agreed 18% of the respondents are neither agreed nor disagreed 14% of the respondents are disagreed, the current performance appraisal system identifies the training needs.

CHART 11:



INFERENCE:

The above figure shows that 52% of the respondents are agreed

TABLE: -12

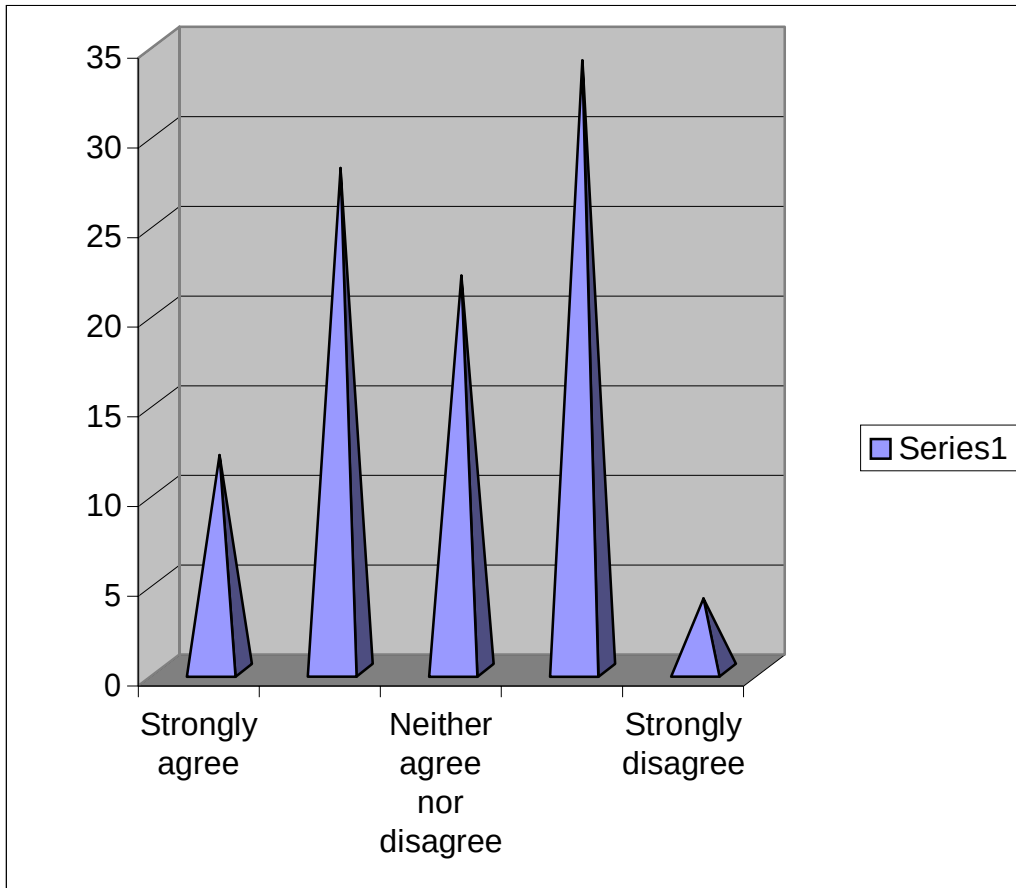
The supervisors take performance review discussions seriously and the sufficient time has been devoted.

S.No.	Opinion	No. of respondents	Percentage of respondents
1.	Strongly agree	16	12%
2.	Agree	36	28%
3.	Neither agree nor disagree	29	22%
4.	Disagree	44	34%
5.	Strongly disagree	5	4%
	Total	130	100%

Interpretation:

The above table shows that 12% of the respondents are strongly agreed 28% of the respondents are agreed 22% of the respondents are neither agreed nor disagreed 34% of the respondents are disagreed 4% of the respondents are strongly disagreed, Performance review discussions are taken seriously by the supervisors and the sufficient time has been devoted.

CHART 12:



INFERENCE:

The above figure shows that 34% of the respondents are disagreed

TABLE: -13

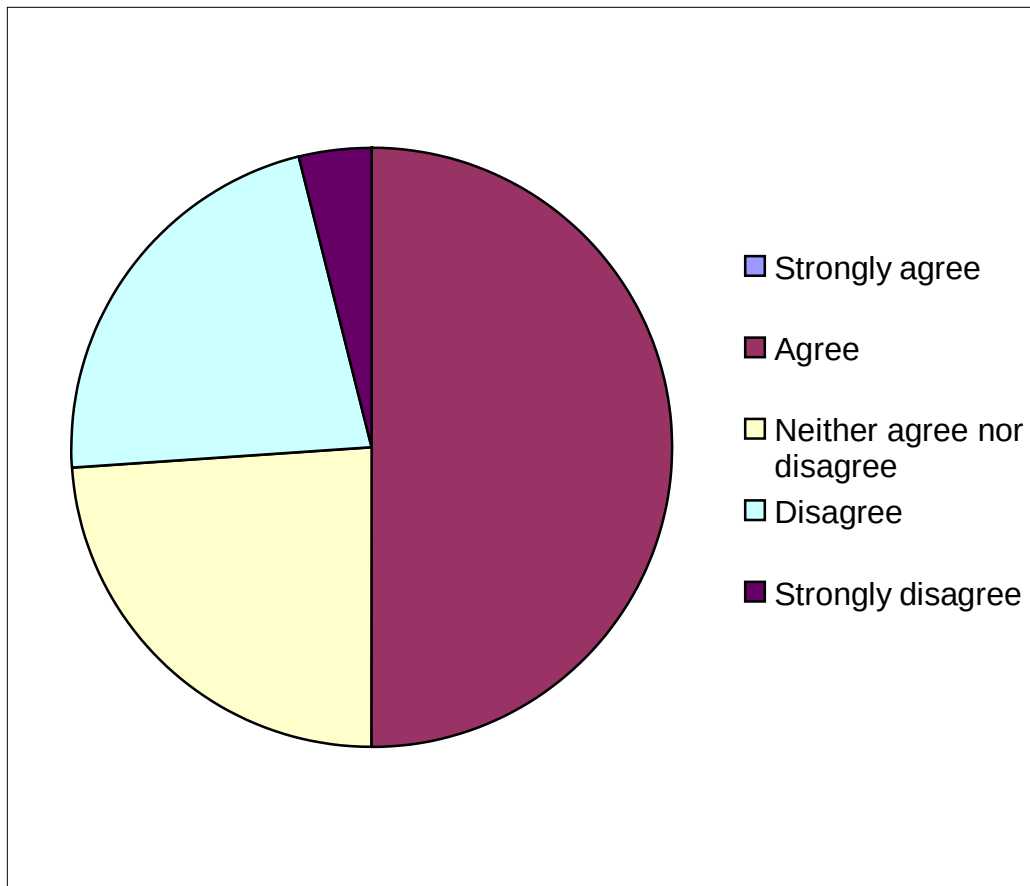
The current performance appraisal system facilities growth and learning opportunities.

S.No.	Opinion	No. of respondents	Percentage of respondents
1.	Strongly agree	0	0%
2.	Agree	65	50%
3.	Neither agree nor disagree	31	24%
4.	Disagree	29	22%
5.	Strongly disagree	5	4%
	Total	130	100%

Interpretation:

The above table shows that 50% of the respondents are agreed 24% of the respondents are neither agreed nor disagreed 22% of the respondents are disagreed 4% of the respondents are strongly disagreed, The current performance appraisal system facilitates growth and learning opportunities.

CHART 13:



INFERENCE:

The above figure shows that 50% of the respondents are agreed

TABLE: -14

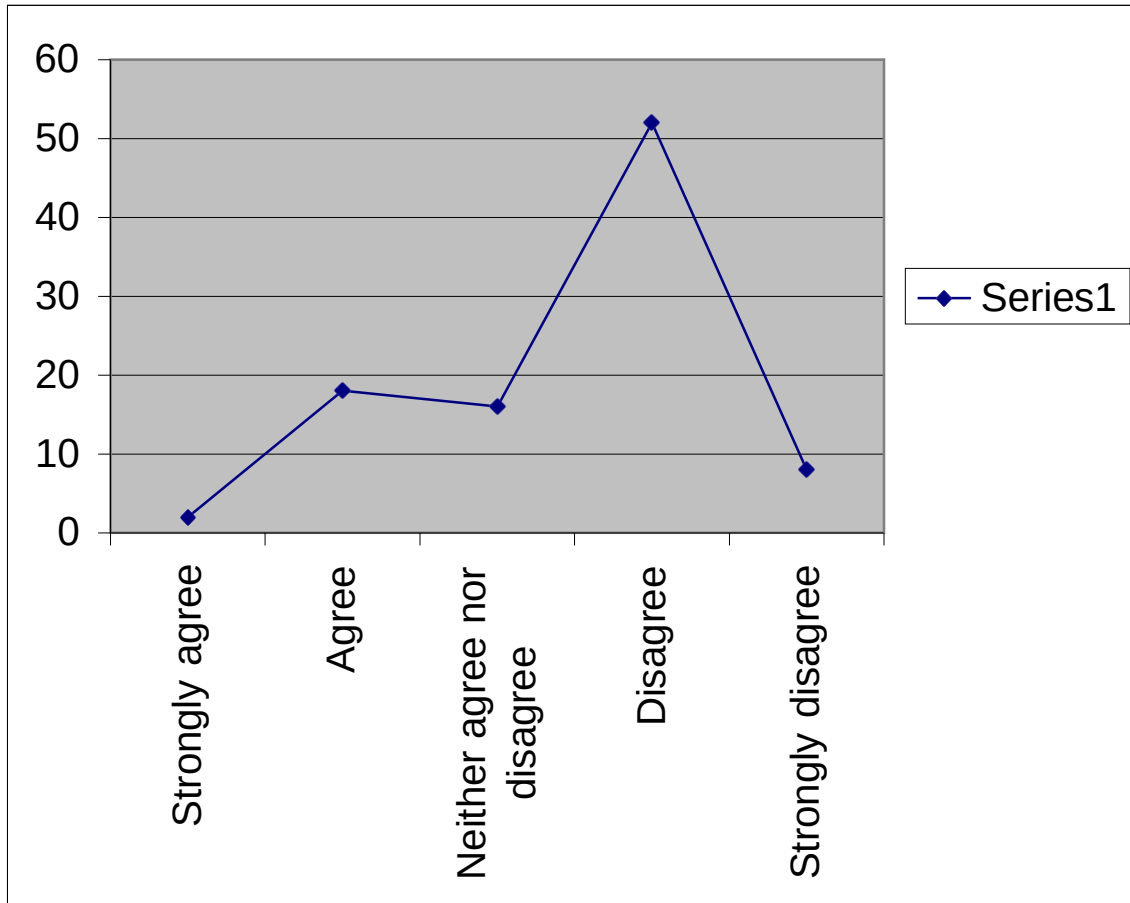
Is the rating officer personally counsel the supervisor before rating adverse marks?

S.No.	Opinion	No. of respondents	Percentage of respondents
1.	Strongly agree	3	2%
2.	Agree	26	20%
3.	Neither agree nor disagree	23	18%
4.	Disagree	68	52%
5.	Strongly disagree	10	8%
	Total	130	100%

Interpretation:

The above table shows that 2% of the respondents are strongly agreed 20% of the respondents are agreed 18% of the respondents are neither agreed nor disagreed 52% of the respondents are disagreed 8% of the respondents are strongly disagreed, Is the rating officer personally counsel the supervisor before rating adverse marks.

CHART 14:



INFERENCE:

The above figure shows that 52% of the respondents are disagreed

TABLE: -15

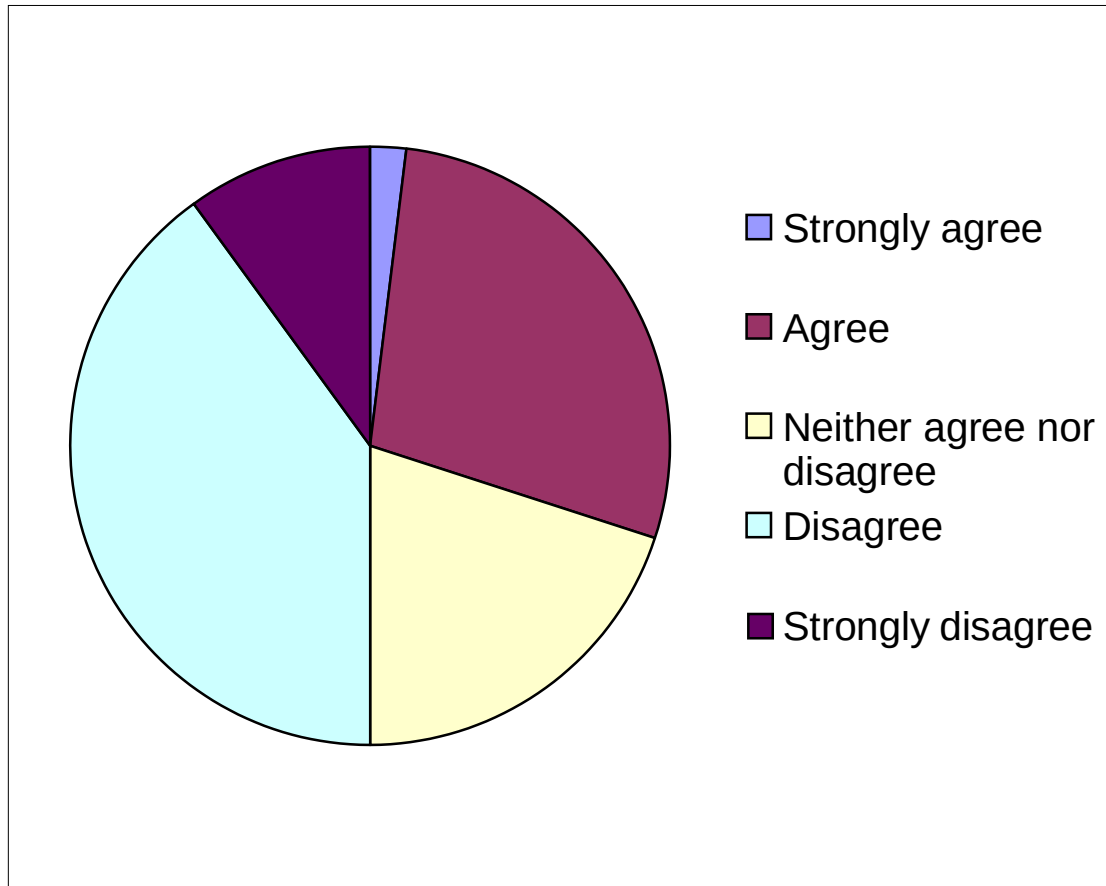
Is the supervisor share his ideas and innovations to the management?

S.No.	Opinion	No. of respondents	Percentage of respondents
1.	Strongly agree	3	2%
2.	Agree	36	28%
3.	Neither agree nor disagree	26	20%
4.	Disagree	52	40%
5.	Strongly disagree	13	10%
	Total	130	100%

Interpretation:

The above table shows that 2% of the respondents are strongly agreed 28% of the respondents are agreed 20% of the respondents are neither agreed nor disagreed 40% of the respondents are disagreed 10% of the respondents are strongly disagreed, Is the supervisor share his ideas and innovations to the management.

CHART 15:



INFERENCE:

The above figure shows that 40% of the respondents are disagreed

TABLE: -16

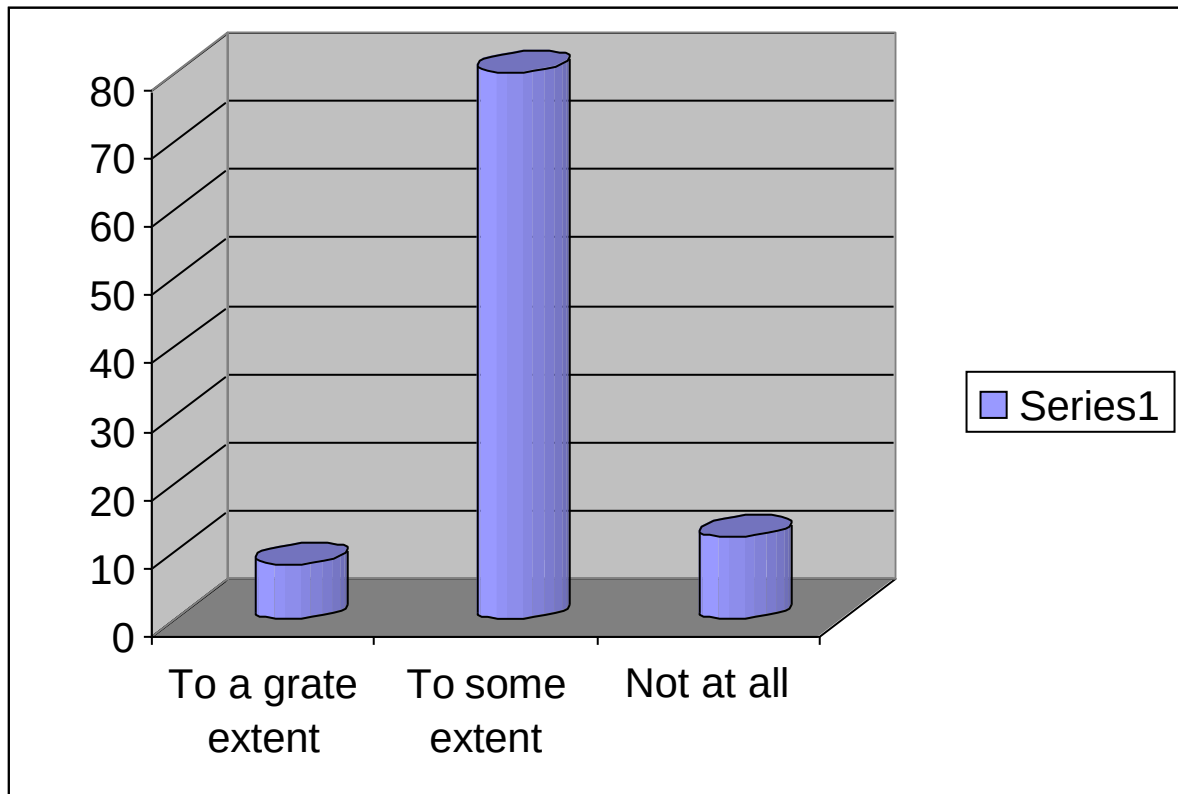
How do you feel about this PAS, whether it is useful for your career/future?

S.No.	Opinion	No. of respondents	Percentage of respondents
1.	To a grate extent	10	8%
2.	To some extent	104	80%
3.	Not at all	16	12%
	Total	130	100%

Interpretation:

The above table shows that 8% of the respondents are said PAS useful to a great extent and 80% to some extent and 12% not at all, this PAS, whether it is useful for your career/future.

CHART 16:



INFERENCE:

The above figure shows that 80% of the respondents are said to some extent

TABLE: -17

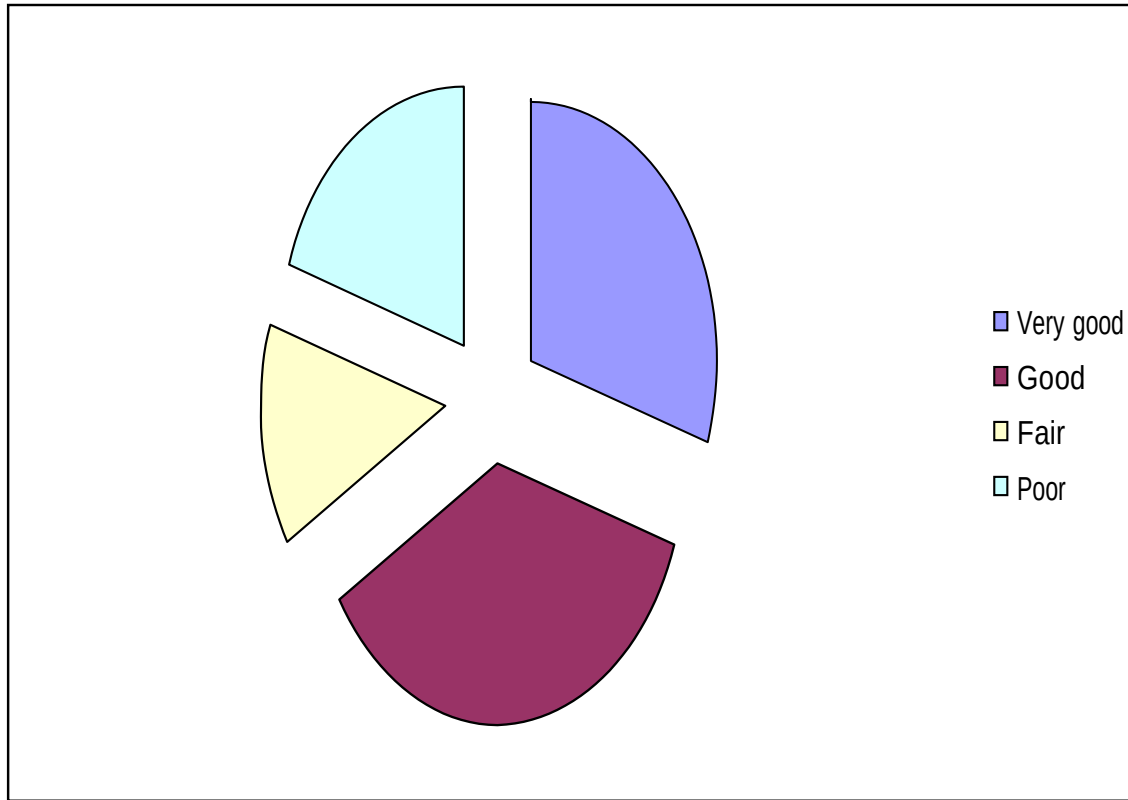
Please give your opinion on present Merit Rating System.

S.No.	Opinion	No. of respondents	Percentage of respondents
1.	Very good	39	30%
2.	Good	47	36%
3.	Fair	18	14%
4.	Poor	26	20%
	Total	130	100%

Interpretation:

The above table shows that 30% of the respondents said that PAS is very good and 36% of the respondents said good and 14% of the respondents said fair and 20% of the respondents said poor about present Merit Rating System.

CHART 17:



INFERENCE:

The above figure shows that 36% of the respondents said good

STATISTICAL TOOLS AND ANALYSIS

CHI- SQUARE TEST I – (ψ^2)

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (Ho):

There is no relationship between the communicating the plans of the top management and appraisal system.

Alternate hypothesis (H1):

There is relationship between the communicating the plans of the top management and appraisal system.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
COMMUNICATINGTHEPLANSOFTHETOPMANAGEMENT * APPRAISALSYSTEM	130	100.0%	0	.0%	130	100.0%

		APPRAISALSYSTEM					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
COMMUNICATINGTHEPLAN SOFTHETOPMANAGEMENT	Count	0	0	0	1	0	1
	% within COMMUNICATINGTHEPLAN SOFTHETOPMANAGEMENT	0.00 %	0.00 %	0.00 %	100.00%	0.00 %	100.00%
	% within APPRAISALSYSTEM	0.00 %	0.00 %	0.00 %	10.00%	0.00 %	1.00 %
	% of Total	0.00 %	0.00 %	0.00 %	1.00 %	0.00 %	1.00 %
	Count	14	0	0	0	0	14
	% within COMMUNICATINGTHEPLAN SOFTHETOPMANAGEMENT	100.00%	0.00 %	0.00 %	0.00 %	0.00 %	100.00%
	% within APPRAISALSYSTEM	70.00%	0.00 %	0.00 %	0.00 %	0.00 %	14.00%
	% of Total	14.00%	0.00 %	0.00 %	0.00 %	0.00 %	14.00%
	Count	6	26	8	0	0	40
	% within COMMUNICATINGTHEPLAN SOFTHETOPMANAGEMENT	15.00%	65.00%	20.00 %	0.00 %	0.00 %	100.00%
	% within APPRAISALSYSTEM	30.00%	100.00%	20.00 %	0.00 %	0.00 %	40.00%
	% of Total	6.00 %	26.00%	8.00 %	0.00 %	0.00 %	40.00%
	Count	0	0	10	0	0	10
	% within COMMUNICATINGTHEPLAN SOFTHETOPMANAGEMENT	0.00 %	0.00 %	100.00%	0.00 %	0.00 %	100.00%
	% within APPRAISALSYSTEM	0.00 %	0.00 %	25.00 %	0.00 %	0.00 %	10.00%
	% of Total	0.00 %	0.00 %	10.00 %	0.00 %	0.00 %	10.00%
	Count	0	0	22	9	4	35
	% within COMMUNICATINGTHEPLAN SOFTHETOPMANAGEMENT	0.00 %	0.00 %	62.90 %	25.70%	11.40%	100.00%
	% within APPRAISALSYSTEM	0.00 %	0.00 %	55.00 %	90.00%	100.00%	35.00%
	% of Total	0.00 %	0.00 %	22.00 %	9.00 %	4.00 %	35.00%
Total	Count	26	34	52	13	5	130
	% within COMMUNICATINGTHEPLAN SOFTHETOPMANAGEMENT	20.00%	26.00%	40.00 %	10.00%	4.00 %	100.00%
	% within APPRAISALSYSTEM	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	% of Total	20.00%	26.00%	40.00 %	10.00%	4.00 %	100.00%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	147.643 ^a	16	.010
Likelihood Ratio	146.386	16	.020
Linear-by-Linear Association	58.862	1	.030
N of Valid Cases	130		

a. 18 cells (72.0%) have expected count less than 5. The minimum expected count is .04.

Degree of Freedom= $(r-1) * (c-1)$

$$= 4 * 4 = 16$$

Calculated value = 147.643

Tabulated value = 26.30

$Z = Z_{cal} > Z_{tab}$

$Z = 147.643 > 26.30$

Hence, the Alternate hypothesis [H1] is accepted

INFERENCE:

Since the calculated value is greater than the tabulated value, we accept the alternate hypothesis and hence there is a relationship between the communicating the plans of the top management and appraisal system.

ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (Ho):

There is a significance difference between the contributions of effective performance and factors affecting the performance.

Alternate hypothesis (H1):

There is no significance difference between the contributions of effective performance and factors affecting the performance.

Descriptives

CONTRIBUTIONSOFEFFECTIVEPERFORMANCE

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
0	1	4.00	.	.	.	.	4	4
Strongly agree	48	1.68	.475	.078	1.52	1.83	1	2
Agree	39	2.40	.498	.091	2.21	2.59	2	3
Neither agree nor disagree	16	3.00	.000	.000	3.00	3.00	3	3
Disagree	27	4.35	.671	.150	4.04	4.66	3	5
Total	130	2.61	1.109	.111	2.39	2.83	1	5

Test of Homogeneity of Variances

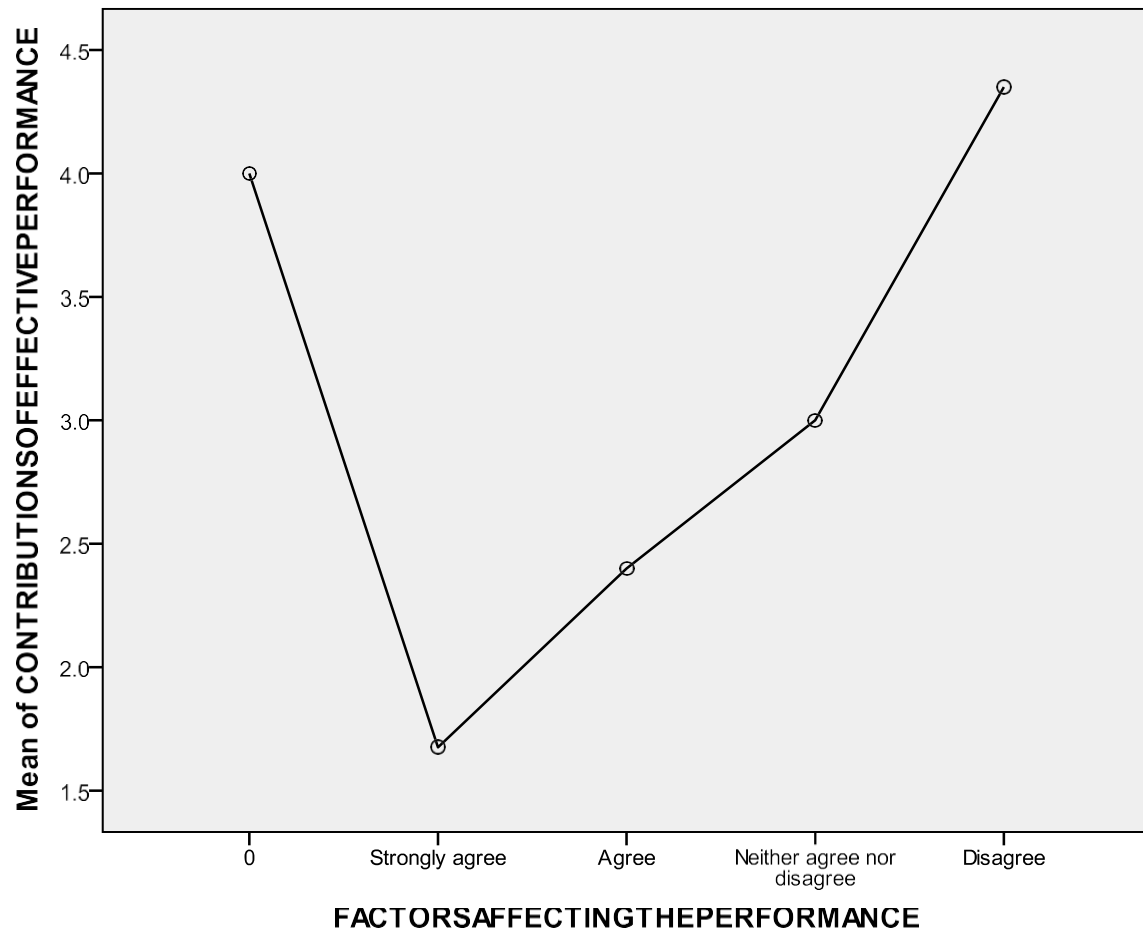
CONTRIBUTIONSOFEFFECTIVEPERFORMANCE

Levene Statistic	df1	df2	Sig.
29.359 ^a	3	95	.020

ANOVA

CONTRIBUTIONSOFEFFECTIVEPERFORMANCE

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	97.932	4	24.483	97.488	.010
Within Groups	23.858	95	.251		
Total	121.790	99			



Tabulated value = 3.95

Calculated value = 97.488

$F = F_{cal} > F_{tab}$ $F = 97.488 > 3.95$

Hence, the Alternate hypothesis [H1] is accepted.

INFERENCE:

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 between the contributions of effective performance and factors affecting the performance.

ANALYSIS USING KARL PEARSON'S CORRELATION

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

Null hypothesis (H0):

There is positive relationship between the mutuality and trust and the opportunity of the each appraisee communicate.

Alternate hypothesis (H1):

There is negative relationship between the mutuality and trust and the opportunity of the each appraisee communicate.

Correlations			
		MUTUALITYANDTRUST	THEOPPORTUNITYOFTHEEACHAPPAISEECOMMUNICATE
MUTUALITYANDTRUST	Pearson Correlation	1	.654**
	Sig. (2-tailed)		.000
	N	130	130
THEOPPORTUNITYOFTHEEACHAPPAISEECOMMUNICATE	Pearson Correlation	.654**	1
	Sig. (2-tailed)	.000	
	N	130	130

**. Correlation is significant at the 0.01 level (2-tailed).

$$r = \frac{N\sum XY - \sum X \sum Y}{\sqrt{N\sum X^2 - (\sum X)^2} \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

$$r = .654$$

INFERENCE:

Since r is positive, there is positive relationship between the mutuality and trust and the opportunity of the each appraisee communicate.

FINDINGS

- 43% of the respondents agree that the performance appraisal system directly contribute to effective performance.
- Only 37% of the respondents are strongly agreeing that the current appraisal system encourages the understanding capacity between the appraisee and the appraiser.
- 26% of the respondents agree that present appraisal system provides an opportunity for each appraisee to know has its scope for communicating the plans of top management.
- Only 26% of the respondents agree that the present appraisal system in understanding what is expected from the appraisee.
- 58 % of the respondents not agree that the present system helps in clearly what is expected from him/her.
- More than 32% of the respondents not agree that the present appraisal system helps in strengthening the relationship through mutuality and trust.
- Only 42% of the respondents feel that the present appraisal system provides an opportunity to express the development needs of the appraisee.
- Only 38% of the respondents say that the present appraisal system helps in exploring their strengths and weakness.
- 40% of the respondents feel that the performance review has been taken seriously by the superiors and sufficient time has been devoted for the appraisal.
- More than 80% of respondents give negative response on the rating officer personally counsels the Supervisor before rating adverse marks.
- More than 60% of the respondent's gives negative response on the present Merit Rating Report System

ALLOTING MARKS FOR MERIT RATING REPORT: -

He following method for allotting marks is followed.

S.NO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
MARKS	15	14	13	12	11	10	9	8	6	3	2.5	2	1.5	1	0.5

The maximum marks to be secured for inclusion in the panel if 50 accordingly 50 marks have been marked out of 100 for Merit report rating.

- 1) The rating given for anything less than 409 in any parameter of merit rating report should be communicated as adverse to the employee concerned.
- 2) For calculation of marks for merit rating reports, the marks allotted will be added for all the columns of 150 marks (15 horizontal columns *10 rows).

Evaluation Process:

The merit rating presents the realistic proposal, possible picture of each appraisal in regard to the employee behaviour, conduct, performance and potential Thee merit rating report helps weather the employee needs to improve his performance or weather he needs to be promoted for higher level jobs.

For giving the promotion the merit reports of the past five years are taken into consideration .If the rating is good then they are listed for promotion and the promotion is given according to the seniority. Employees whose record is not that good is sent to training to help him grow his strength.

SUGGESTIONS

Employees are need to aware of the performance appraisal system (PAS)

Processes, which is followed by the organization.

- Rating Officer Personal feelings and emotions should be ignored in assessing the performance appraisal of supervisors.
- Open door communication system helps both supervisors and superiors for better Understanding and strengthening the relationship among them.
- Performance appraisal may be flexible. It is better to try new methods such
- MBO (Management By Objectives) or 360⁰ Appraisal systems

Creation of Awareness:

- Even though most of the respondents give a positive feedback, certain percentage of respondents are in the stage of neutral and Negative. This may be due to the lack of awareness about the present PAS and its procedure. Such people must be identified and counseling sessions to be conducted. On present appraisal system conducted.
- Removing Deviations: 10% of the respondents feel that the present appraisal system does not contribute to their effective performance.
- Another 32% of the respondents are neutral.12% of the respondents feel that there is no opportunity in the system to understand what is expected from an employee. Another 8% of the respondents are feeling that the present appraisal system does not identify appraisee potentiality.
- This shows that there are deviations in the system. This may be due to wrong perception by the supervisors or may be due to minor errors in the system.

Need for MBO(Management by Objectives) And 360⁰ Appraisal System :-

MBO (Management by Objectives):

MBO is a process where by the superior and subordinate managers of an organization jointly identify its common goals, define each individuals major areas of responsibility in terms of results expected of him and use these measures as guides for operating the unit and assessing the contribution of each of its members

360⁰ Appraisal System:

The number of responses in neutral and negative category is more in these cases. This may be due to the bias of the appraiser. Personal bias is common when one appraiser evaluates an employee.

This indicated the need for 360⁰ appraisal system. The management after making an analysis can implement this system, which will remove such barriers.

CONCLUSION

Present appraisal system is a systematic assessment of the employee in an organization. The result of such appraisals may lead to movement of the employee to right place, enhancing the present skills, change the present compensation and others problems. As the effect of present appraisal creates a big change in the professional as well as the appraisal in an effective way without bias and etc.

- The appraisal system for supervisors in Chennai Petroleum Corporation Limited has been studied and it is recommended to implement Management by objectives System (MBO) which is the best in the current situation.
- If it is implemented, this may help the corporation to maintain and enhance the present knowledge base for a long time.

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- P.Subba Rao, Personnel and Human Management, 3rd Edition, Himalaya Publications, India.
- Stephen.P.Robbins, Organizational Behavior, 8th Edition, Eastern Economy Editions (PHI)

Websites: -

- www.performance-appraisal.com
- www.hrmguide.net
- www.google.com

QUESTIONNAIRE

Personal Details:

1. Name:....., Age:.....

2. Designation:....., Department:.....

3. No. Of years experience in Chennai Petroleum Corporation Limited , at present designation
[]

(a) Bellow 2 years (b) Between 3-5 years (c) Above 5 years

Please answer the following items from Q.No. 4 to 18 on a five-point scale by assessing

1-Strongly agree 2-Agree 3- Neither agree nor disagree 4- Disagree 5-Strongly disagree

4. The Current Performance Appraisal System encourages both parties to have a common understanding of factors affecting the performance.[]

1-Strongly agree 2-Agree 3- Neither agree nor disagree 4- Disagree 5-Strongly disagree

5. PAS contributes to the effective Performance of the employees

[]

1-Strongly agree 2-Agree 3- Neither agree nor disagree 4- Disagree 5-Strongly disagree

6. The Present Appraisal System has scope for communicating the plans of []
management and goals to the staff.

1-Strongly agree 2-Agree 3- Neither agree nor disagree 4- Disagree 5-Strongly disagree

7. The Current performance System provides an opportunity for the each []
Appraisee to know clearly what is expected from him/her

1-Strongly agree 2-Agree 3- Neither agree nor disagree 4- Disagree 5-Strongly disagree

8. The current performance appraisal system aims at strengthening the relationship, mutuality
and trust. []

1-Strongly agree 2-Agree 3- Neither agree nor disagree 4- Disagree 5-Strongly disagree

9. The Current Performance Appraisal System provides the opportunity for the employees
get the support that he needs from his/her superior.

1-Strongly agree 2-Agree 3- Neither agree nor disagree 4- Disagree 5-Strongly disagree

10. The Current performance Appraisal System provides the opportunity to []
Express development all needs by appraisee.

1-Strongly agree 2-Agree 3- Neither agree nor disagree 4- Disagree 5-Strongly disagree

11. The present Performance Appraisal System helps to improve the degree of []
mutuality and understanding between both parties in work relationship.

1-Strongly agree 2-Agree 3- Neither agree nor disagree 4- Disagree 5-Strongly disagree

12. The Current performance Appraisal System provides the opportunity to gain []
more insights in their strengths and weakness.

1-Strongly agree 2-Agree 3- Neither agree nor disagree 4- Disagree 5-Strongly disagree

13. The Current Appraisal System reflects the real assessment of the superior []
for the appraisee.

1-Strongly agree 2-Agree 3- Neither agree nor disagree 4- Disagree 5-Strongly disagree

14. The Current performance Appraisal System identifies the training needs. []

1-Strongly agree 2-Agree 3- Neither agree nor disagree 4- Disagree 5-Strongly disagree

15. Performance review discussions are taken seriously by the supervisors []
And sufficient time has been devoted.

1-Strongly agree 2-Agree 3- Neither agree nor disagree 4- Disagree 5-Strongly disagree

16. The Current Performance Appraisal System facilitates growth []

and learning opportunities.

1-Strongly agree 2-Agree 3- Neither agree nor disagree 4- Disagree 5-Strongly disagree

17. Is the Rating officer personally counsels the Supervisor before rating []
adverse marks?

1-Strongly agree 2-Agree 3- Neither agree nor disagree 4- Disagree 5-Strongly disagree

18. Is the Supervisor share his ideas and innovations to the management? []

1-Strongly agree 2-Agree 3- Neither agree nor disagree 4- Disagree 5-Strongly disagree

19. How do you feel about this PAS, whether it is useful for your career/future? []

(a) To a great extent (b) To some extent (c) Not at all

20. Please give your opinion on Present Merit Rating System. []

(a) Very good (b) Good (c) Fair (d) Poor