

A STUDY ON THE EFFECTIVENESS OF EMPLOYEE PERFORMANCE APPRAISAL IN RELENLESS SYSTEM

Submitted in partial fulfillment of the requirements for the award of Degree in

MASTER OF BUSINESS ADMINISTRATION

by

SNEGA.M
Register No.41410299



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
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

MAY 2023



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SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **SNEGA.M 41410299** who carried out the project entitled "**A Study On The Effectiveness Of Employee Performance Appraisal In Relentless System**" under my supervision from January 2022 to March 2022.

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Submitted for Viva voce Examination held on **06.05.2023**

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PROJECT COMPLETION CERTIFICATE

This is to certify that **M.SNEGA (Reg.no. 41410299)** Department of **MBA** from **Sathyabama Institute of Science And Technology, Chennai**, has completed her Project in **Human Resource Management** starting from **4th January 2023 – 31st March 2023**.

Project Title: **A STUDY ON THE EFFECTIVENESS OF EMPLOYEE PERFORMANCE APPRAISAL IN RELENTLESS SYSTEM**

I hereby certify her work Good to the best of my knowledge

Thanks & Regard



(HR Head)
RELENTLESS SYSTEMS

DECLARATION

I **SNEGA.M (41410299)** hereby declare that the Project Report entitled “**A Study On The Effectiveness Of Employee Performance Appraisal In Relentless System**” done by me under the guidance of **DR.S KRISHNA KUMARI** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE: 06.05.2023

PLACE: chennai

Sneha
SNEGA.M

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr. G. Bhuvaneswari, MBA., Ph.D., Dean - School of Management Studies** and **Dr. A. Palani, M.Com., M.B.A., Ph.D., Head - School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

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SNEGA.M

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ABSTRACT

The scope of the study is vital and not only the Human Resource Department can reap the benefits but also the Marketing and Sales Departments can make use of the findings from this study. The aim of choosing this topic is to help the organization in terms of betterment of their already high standards and quality. The scope of study includes that employees will be motivated and will work with a friendly competition and this will make the organization taste success at the earliest and the appraiser gets an opportunity to identify strengths and weaknesses of appraisees.

The primary objective of this study is to study the effectiveness of Performance Appraisal system followed in Relentless Systems. The secondary objectives are To reduce the grievances of the employees, identify employee attitude towards appraisal system, observe the work environment in organization and provide information to assist in the other personal decisions in the organization.

Multiple choice questions have been chosen to collect the responses from 120 employees. Convenience sampling method has used in the research work. Percentage analysis has been used to interpret the collected data. The data collected has been analyzed through various statistical tools like Rank Correlation, Chi- square test and Confidential interval. Numerous new findings has been derived from this research has helped to provide few suggestions to the company to provide suggestions and recommendations in improving the appraisal system

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CHAPTER 1

1.1 INTRODUCTION

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 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.

1.2 Industry Profile

The global sourcing market in India continues to grow at a higher pace compared to the IT-BPM industry. India is the leading sourcing destination across the world, accounting for approximately 55% market share of the US\$ 200-250 billion global services sourcing business in 2019-20.

The IT industry accounted for 8% of India's GDP in 2020. According to STPI (Software Technology Park of India), software exports by the IT companies connected to it, stood at Rs. 1.20 lakh crore (US\$ 16.29 billion) in the first quarter of FY22.

Market Size

The IT & business service industry's revenue was estimated at ~US\$ 6.96 billion in the first half of 2021, an increase of 6.4% YoY. The export revenue of the IT industry is estimated at US\$ 150 billion in FY21. According to Gartner estimates, IT spending in India is estimated to reach US\$ 93 billion in 2021 (7.3% YoY growth) and further increase to US\$ 98.5 billion in 2022. The BPM sector in India currently employs >1.4 million people, while IT and BPM together have >4.5 million workers, as of FY21. India's software services exports (excluding exports through commercial presence) increased by 4% in FY21 compared with FY20 and are estimated at USD 133.7 billion during 2020-21.

Indian software product industry is expected to reach US\$ 100 billion by 2025. Indian companies are focusing to invest internationally to expand global footprint and enhance their global delivery centres. In line with this, in February 2021, Tata Consultancy Services announced to recruit ~1,500 technology employees across the UK over the next year. The development would build capabilities for TCS to deliver efficiently to the UK customers.

1.2 COMPANY PROFILE

Relentless systems is a leading software development company in Bangalore providing expert IT solutions to its global clients, focusing on enterprise solutions, mobile apps development and e-commerce solutions.

Since its inception, Relentless systems has built solid experience in multiple domains and established its technical expertise across all technologies. Our IT solutions have benefitted organizations of all sizes in setting up their online business, optimizing costs, enhancing efficiencies, transforming processes, managing resources, improving profitability, increasing market penetration, branding and marketing to expand reach and visibility - ultimately resulting in top line and bottom line growth

With our base in Bangalore, we are able to leverage the low-cost advantage to provide customized cost-effective IT solutions for our clients across the globe.

We regularly collaborate with start-ups to give shape to their business ideas and SMES to help them accelerate growth. As an outsourcing partner of mid-sized and large organizations, we can significantly reduce your IT costs.

1.4 OBJECTIVES OF STUDY

PRIMARY OBJECTIVE

- To study on the effectiveness of employee performance appraisal in relentless system.
- **SECONDARY OBJECTIVES:**
- To Understand the performance appraisal system
- To evaluate performance appraisal mechanism in operation.
- To evaluate the satisfaction level of the employees towards performance appraisal system.

1.5 SCOPE OF THE STUDY

- The study covers employees of relentless system.
- Survey was conducted on the method of performance appraisal system that was used in relentless system.
- The study focuses on evaluation of design , implementation, feedback, participation , parameters of the appraisal system only.

1.6 LIMITATIONS OF THE STUDY

- The study is confined to HAMUL only.
- The interpretations and recommendations applicable only to this cooperative.
- The study was conducted on the assumptions that the information is given by respondents all are correct.

CHAPTER 2

2.1 REVIEW OF LITERATURE

- Jabeen, M. (2011). Impact of performance appraisal on employees motivation. *European journal of Business and Management*, 3(4), 197-204.
- Iqbal, N., Ahmad, N., Haider, Z., Batool, Y., & Ul-ain, Q. (2013). Impact of performance appraisal on employee's performance involving the moderating role of motivation. *Oman Chapter of Arabian Journal of Business and Management Review*, 34(981), 1-20.
- Gupta, V., & Kumar, S. (2012). Impact of performance appraisal justice on employee engagement: a study of Indian professionals. *Employee relations*, 35(1), 61-78.
- Selvarasu, A., & Sastry, S. K. (2014). A study of impact on performance appraisal on employee's engagement in an organization. *International Journal of Managerial Studies and Research (IJMSR)*, 2(1), 10-22.
- Akinbowale, M. A., Jinabhai, D. C., & Lourens, M. E. (2013). The impact of performance appraisal policy on employee performance—A case study of Guaranty Trust Bank in Nigeria. *Mediterranean Journal of Social Sciences*, 4(14), 677.
- Agarwal, R. N., & Mehta, A. (2014). Impact of performance appraisal and working environment on the job satisfaction and attrition problem in the Indian IT industry. *Paradigm*, 18(1), 73-85.
- Roberts, G. E. (2002). Employee performance appraisal system participation: A technique that works. *Public Personnel Management*, 31(3), 333-342.

A performance appraisal is one of the most complex, and controversial, human resource techniques. The participatory performance appraisal is an essential and proven attribute of an effective performance appraisal system. This article summarizes the conceptual foundation for participation including its intrinsic motivational value, the expansion of available information, and the opportunity to interject employee voice. The moderating role of goal setting and feedback in enhancing participation effectiveness is outlined. The article concludes with factors that attenuate the effectiveness of participation including lack of training, absence of rater accountability strategies, and organizational and supervisory resistance to honest subordinate feedback.

- Awan, S. H., Habib, N., Shoaib Akhtar, C., & Naveed, S. (2020). Effectiveness of performance management system for employee performance through engagement. *SAGE open*, 10(4), 2158244020969383.

This article seeks to explore the effectiveness of a comprehensive performance management system in terms of employee performance. Besides, the mediating effect of work engagement was also examined. The performance management system effectiveness (PMSE) was determined by the extent of its accuracy and fairness, as recommended by previous researchers. A sample of 285 employees was selected from various branches of private banks located across Pakistan. A structured questionnaire was used, which was validated through confirmatory factor analysis (CFA) in the Pakistani context. The results indicated a significant impact of PMSE and work engagement on task and contextual performance of employees. Also, complementary mediation of employee work engagement in the relationship between PMSE and employee performance (in terms of task and contextual performances) was also supported. The findings of the research are helpful for the development of HR and PMSE strategy in the private banks of Pakistan. The study also suggests that a comprehensive PMSE model including the perception of fairness as a mandatory part, may be introduced for employees' enhanced work engagement and task/contextual performance. The mediating relationship of work engagement has established

the process of PMSE for the task and contextual performances of employees, which is a valuable contribution of the study

- Mwewa, N. W., & Gachunga, H. G. (2014). The influence of performance appraisal on employee productivity in organizations: A case study of selected WHO offices in East Africa. *International Journal of Social Sciences and Entrepreneurship*, 1(11), 324-337.

Globally, governments and companies spend billions of Shillings yearly on employee performance evaluation. This study sought to establish the effects of performance appraisal on employee productivity focusing on a case study of World Health Organization. The main objective of this study was to establish the effects of performance appraisal on employee productivity in the World Health Organization focusing on Kenya Country Office, Garissa suboffice, Somalia and Sudan offices based in Kenya. Descriptive design was adopted in this study. Regression analysis was done to establish the effects of performance appraisal on employee productivity. From the findings, the study concluded that organizations should appraise their employees often through utilized targets, accomplishments, organization goals, time management and efficiency for performance measure purposes as it would lead to increased in employee's productivity. The study concludes that organizations should establish and adopt performance appraisal systems to aid in providing opportunities to the management in identifying staff training needs, help employees meet performance targets, offer poor performers a chance to improve, help employees on time management through planning and setting of deadlines, enable managers to make informed decisions about promotions and assignments based on applicable facts, improve employee's synergies. The study recommends that organizations should appraise the staff to enhance employees' productivity.

- Rusu, G., Avasilcăi, S., & Huțu, C. A. (2016). Organizational context factors influencing employee performance appraisal: A research framework. *Procedia-Social and Behavioral Sciences*, 221, 57-65.

Trends in the current literature emphasize the role of the organizational context in employee performance appraisal processes (e.g. [Levy and Williams, 2004](#), [Armstrong and Ward, 2005](#) and [Murphy & DeNisi, 2008](#)). The current study aims to develop a comprehensive research framework in order to investigate the employee performance appraisal systems and processes based on main organizational contextual dimensions, in highlighting the relevance of customization according to a company's specific organizational context. In addition, focusing on a strategic approach on human resources management, the study offers insights on the role of organizational context in developing employee performance appraisal systems that could contribute to higher performance in overall organizational strategy implementation.

- Akinbowale, M. A., Jinabhai, D. C., & Lourens, M. E. (2013). The impact of performance appraisal policy on employee performance—A case study of Guaranty Trust Bank in Nigeria. *Mediterranean Journal of Social Sciences*, 4(14), 677.
- Agarwal, R. N., & Mehta, A. (2014). Impact of performance appraisal and working environment on the job satisfaction and attrition problem in the Indian IT industry. *Paradigm*, 18(1), 73-85.
- Al-Jedaia, Y., & Mehrez, A. (2020). The effect of performance appraisal on job performance in governmental sector: The mediating role of motivation. *Management science letters*, 10(9), 2077-2088.

CHAPTER 3

3.1 Methodology

Research refers search for knowledge. It is done in a systematic manner through scientific analysis. A scientific study is always objective. Research can be described as a systematic and organized effort to investigate a specific problem encountered in the work setting that needs a solution. It comprises a series of steps designed and executed, with a goal of finding answers to the issues that are of concern in the work environment.

3.2 Research Design

The research should be designed in such a way that the requisite data can be gathered and analyzed to arrive at a solution. Studies may be either exploratory in nature or descriptive, or may be conducted through testing hypothesis. The more sophisticated and rigorous the research design is the greater the time, costs and other resources will be expended on the study.

➤ DESCRIPTIVE RESEARCH

The type of research used in this study is the **Descriptive Research**, which serves the purpose to the fullest extent since the whole portion of the study was focusing on the performance of various mutual fund schemes in the market.

Descriptive research studies are those, which are concerned with describing the characteristics of a particular individual, or of a group. The major purpose of this research is the description of state of affairs, as it exists at the present. The researcher has no control over the variables and mostly seeks to measure items such as preferences of people, impression of employees about the organization, frequency of shopping etc.

3.3. Sources of Data

Primary data

Primary data is employed to collect the data from the respondents and the data are collected with the help of questionnaires.

Questionnaire is a standardized form for collecting information to elicit desired data from the respondents. A questionnaire consists of a set of questions presented to a respondent for his or her answers.

The questionnaire prepared in this study was mainly aimed at personal interview and was contained open, multi-choice questions, dichotomous questions and also checklists.

3.4. Questionnaire Development

The structured questionnaire that is circulated to the employees has the following type of questions:

- **CLOSED END QUESTIONS:** This type of questions will have only two choices “Yes” or “No”. The respondents have to select any one of them.
- **MULTIPLE CHOICES QUESTIONS:** This type of questions will have more choices. The respondents have to select any one of them.

3.5. Sample Size

For this study 120 members are taken into account. Separate questionnaire was given to each of them. Hence it will be easy for assessing the feedback from them.

3.6.Period Of Study

January 2023 – March 2023 (3 MONTHS)

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 Percentage Analysis

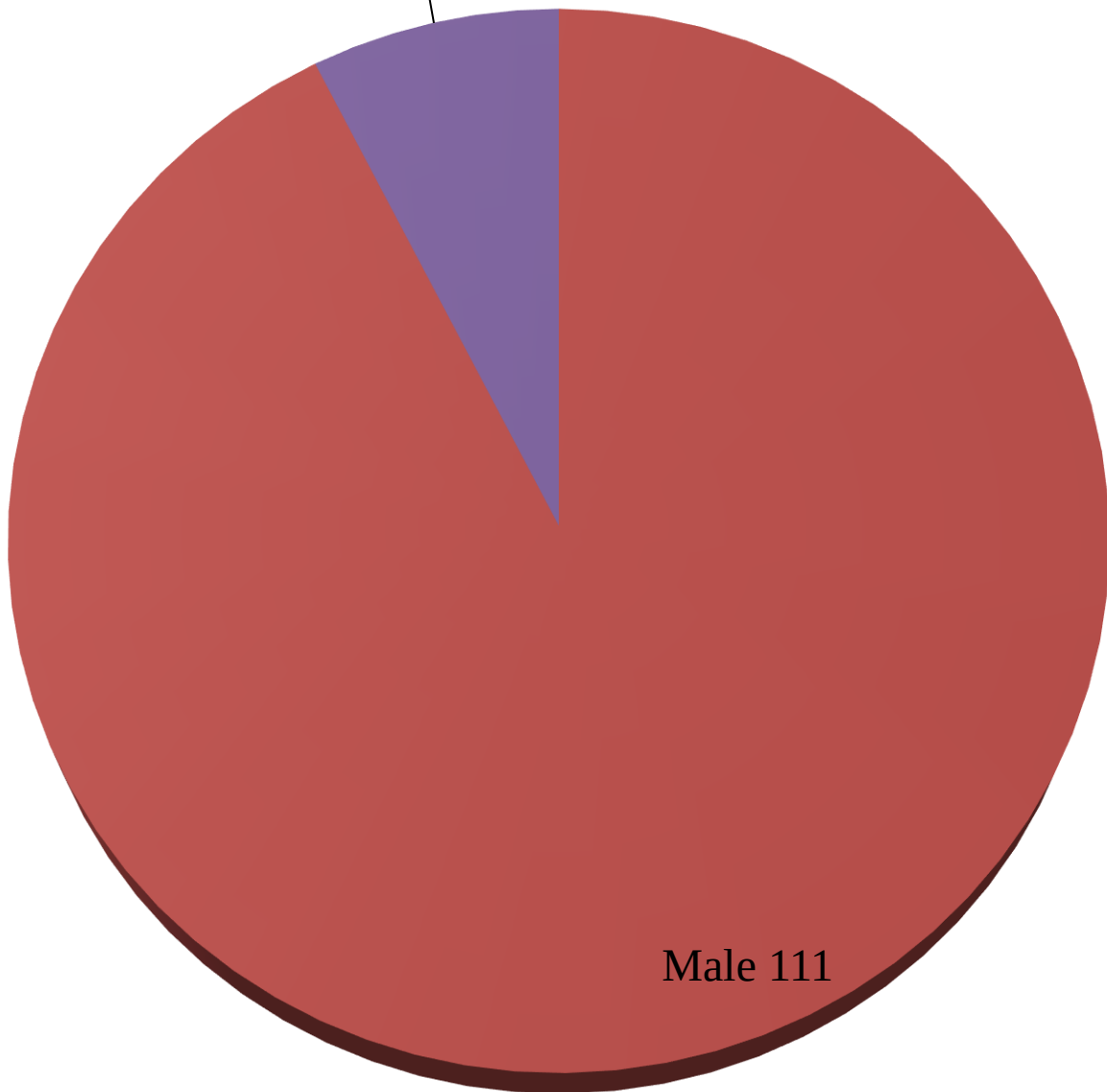
4.1.1 RESPONDENTS ACCORDING TO THEIR GENDER

S.#	Gender	# of Respondents	% of Respondents
1	Male	111	93
2	Female	9	7
3	Total	120	100

INFERENCE

From the above table it is observed that 93% of the employees are men and the rest are women. The major population comprises of men.

Female 9
Respondents according to their gender



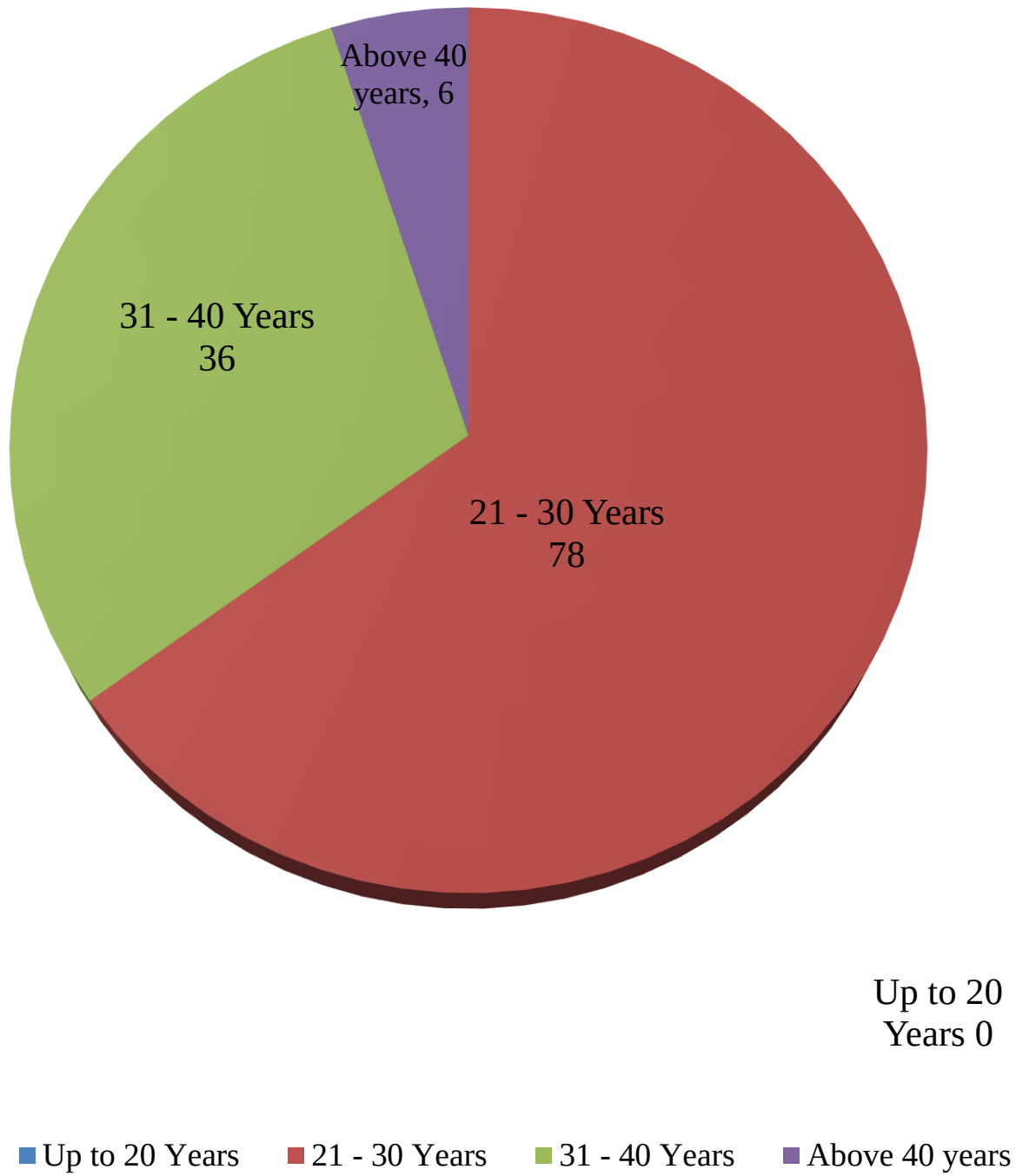
4.1.2 RESPONDENTS ACCORDING TO THEIR AGE GROUP

S.#	Age Groups	# of Respondents	% of Respondents
1	Below 20 years	0	0
2	21 – 30 years	78	65
3	31 – 40 years	36	30
5	Above 40 years	6	5
6	Total	120	100

INFERENCE

It is observed that 65% of the population is in and around the age of 21 - 30 and 30% of the population in and around the age of 31- 40 and 5% above 40.

Age Group



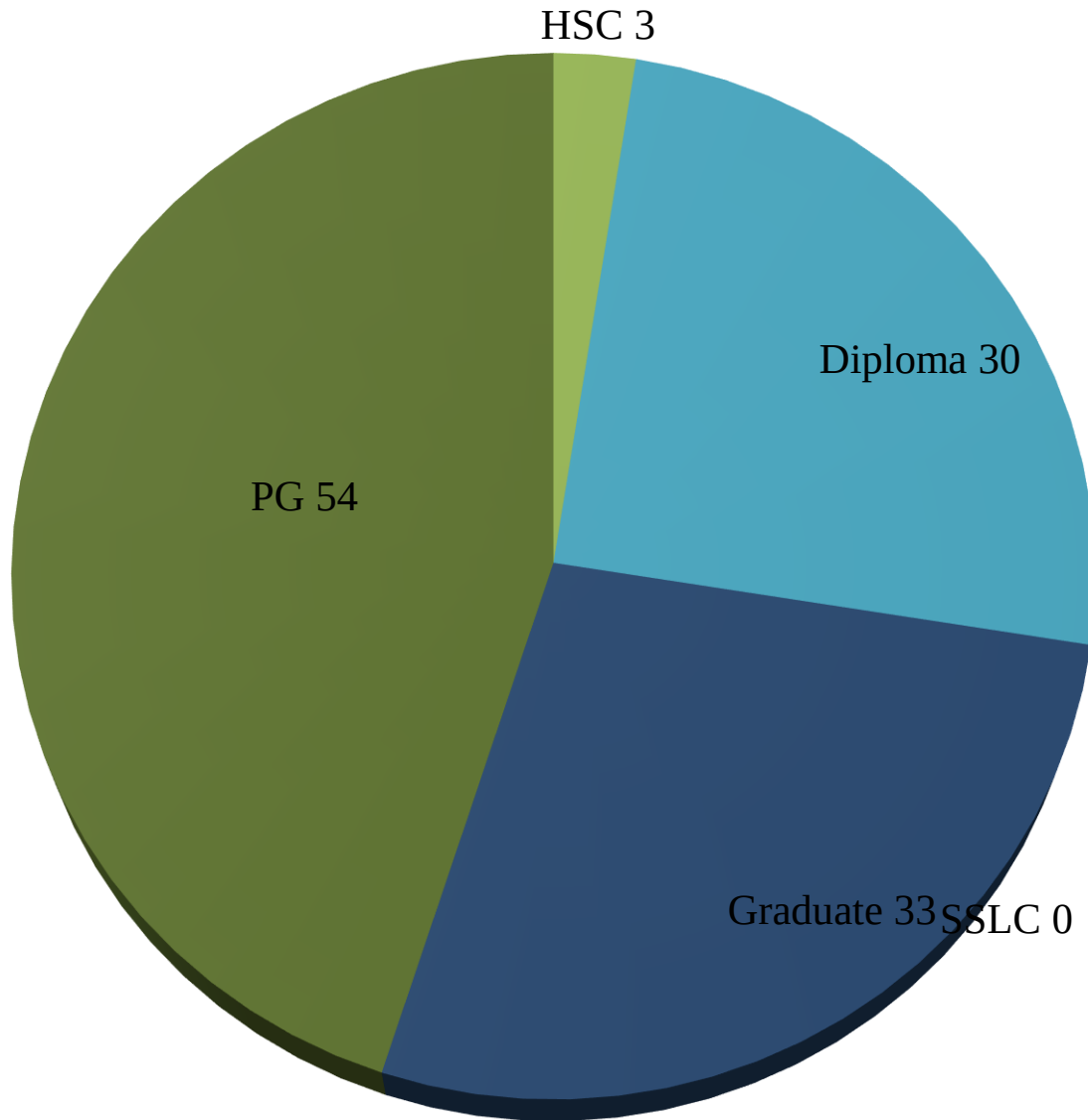
4.1.3 RESPONDENTS ACCORDING TO THEIR QUALIFICATION

S.#	Qualification Level	# of Respondents	% of Respondents
1	SSLC	0	0
2	HSC	3	2
3	Diploma	30	25
5	Graduate	33	28
6	PG	54	45
7	Total	120	100

INFERENCE

From the table it is observed that 45% of the employees are Post Graduates, 28% are Graduates, 25% are Diploma holders and the rest being Higher Secondary respectively.

Qualification



■ SSLC

■ HSC

■ Diploma

■ Graduate

■ PG

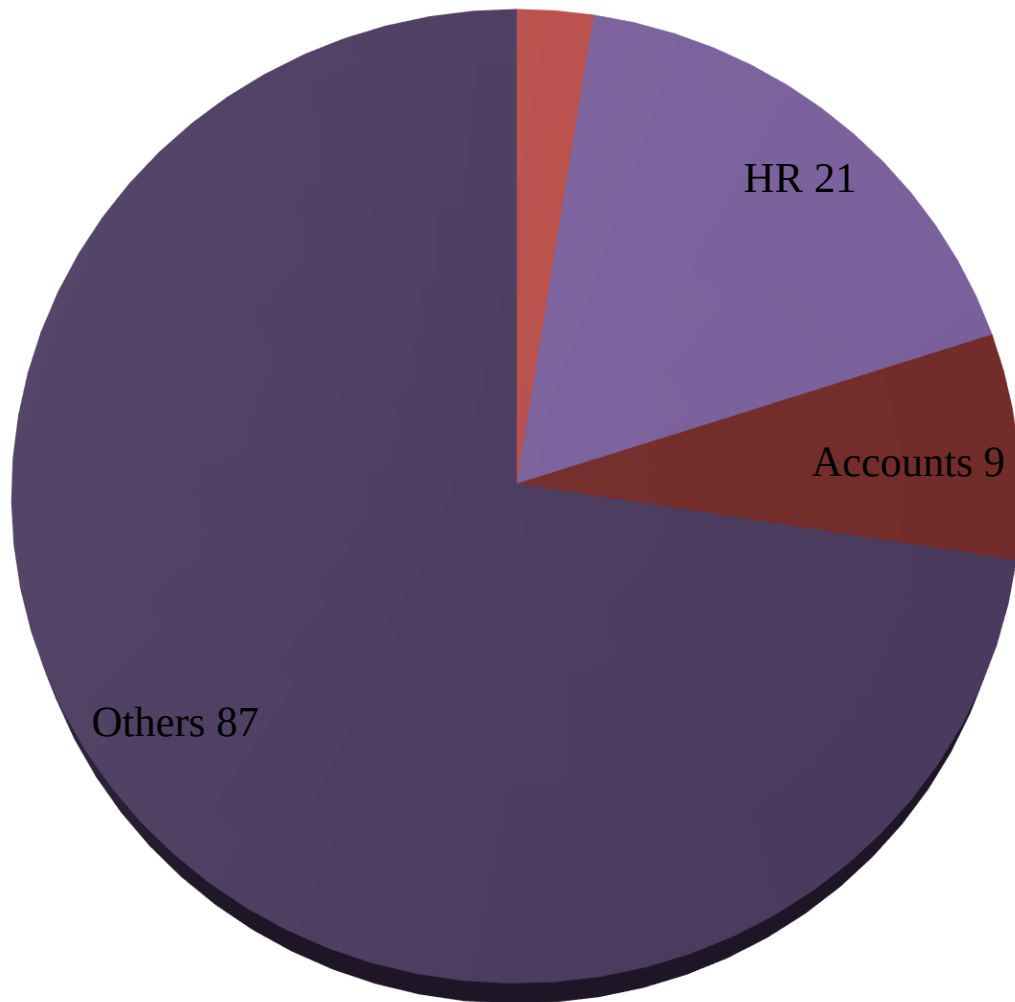
4.1.4 RESPONDENTS ACCORDING TO THEIR DEPARTMENTS

S.#	Departments	# of Respondents	% of Respondents
1	Production	3	2
2	HR	21	18
3	R&D	0	0
5	Accounts	9	8
6	Others	87	72
7	Total	120	100

INFERENCE

From the above table it is observed that 18% of the population represents the Human Resource Department, 8% from accounts department, 2% from production department and a mixture of other departments comprise of 72% correspondingly.

Department Domination



R&D 0

■ Production ■ HR ■ R&D ■ Accounts ■ Others

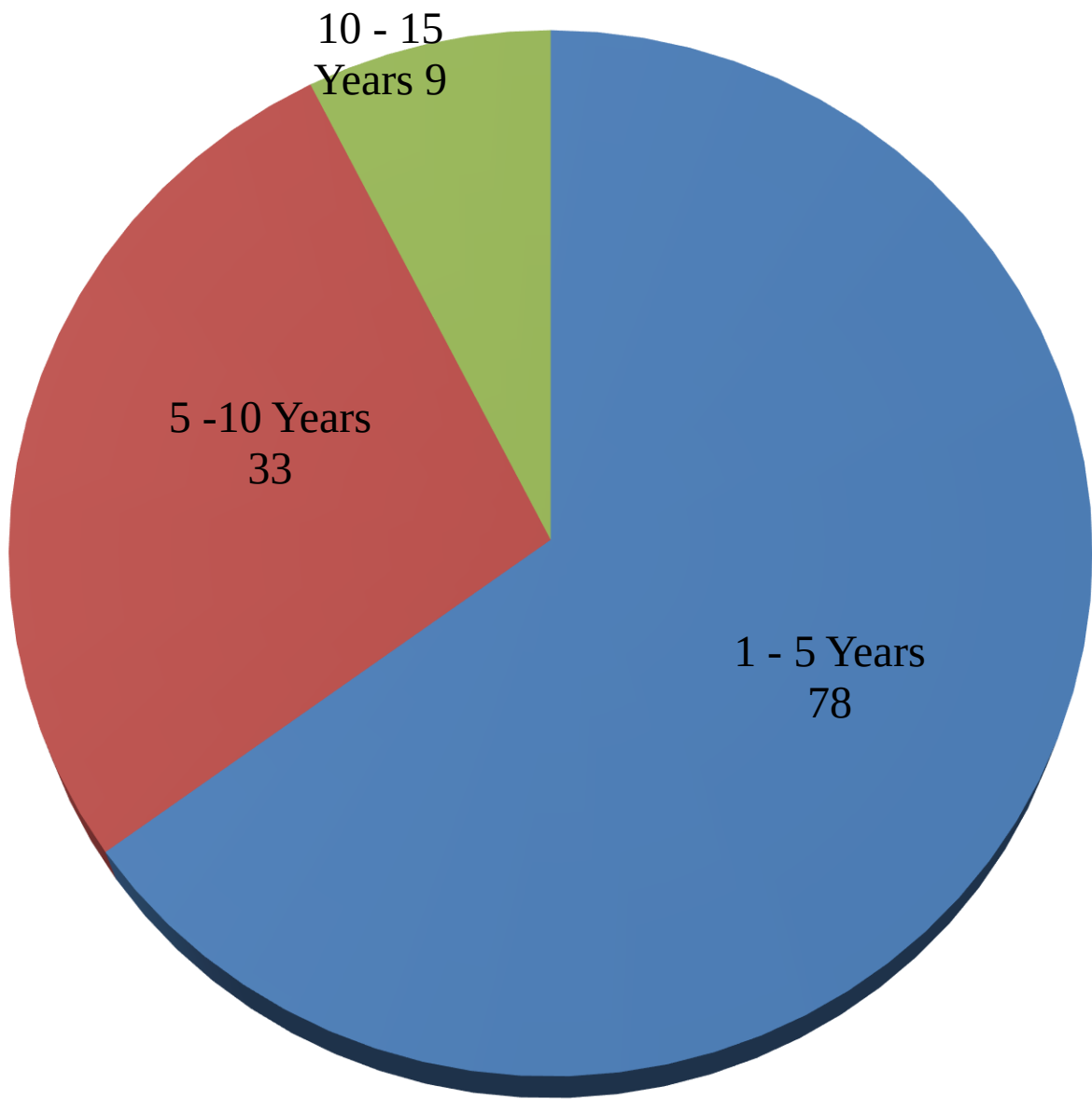
4.1.5 RESPONDENTS ACCORDING TO THEIR EXPERIENCE

S.#	Experience	# of Respondents	% of Respondents
1	1 - 5 years	78	65
2	5 - 10 years	33	28
3	10 -15 years	9	7
5	Above 15 years	0	0
6	Total	120	100

INFERENCE

From the above table it is observed 65% of the respondents are experienced about 1 – 5 years, 28% of them are experienced about 5 – 10 years and the balance 7% about 10 – 15 years. No experienced people above 15 years.

Experience



■ 1 - 5 Years

■ 5 -10 Years

■ 10 - 15 Years

■ Above 15 years

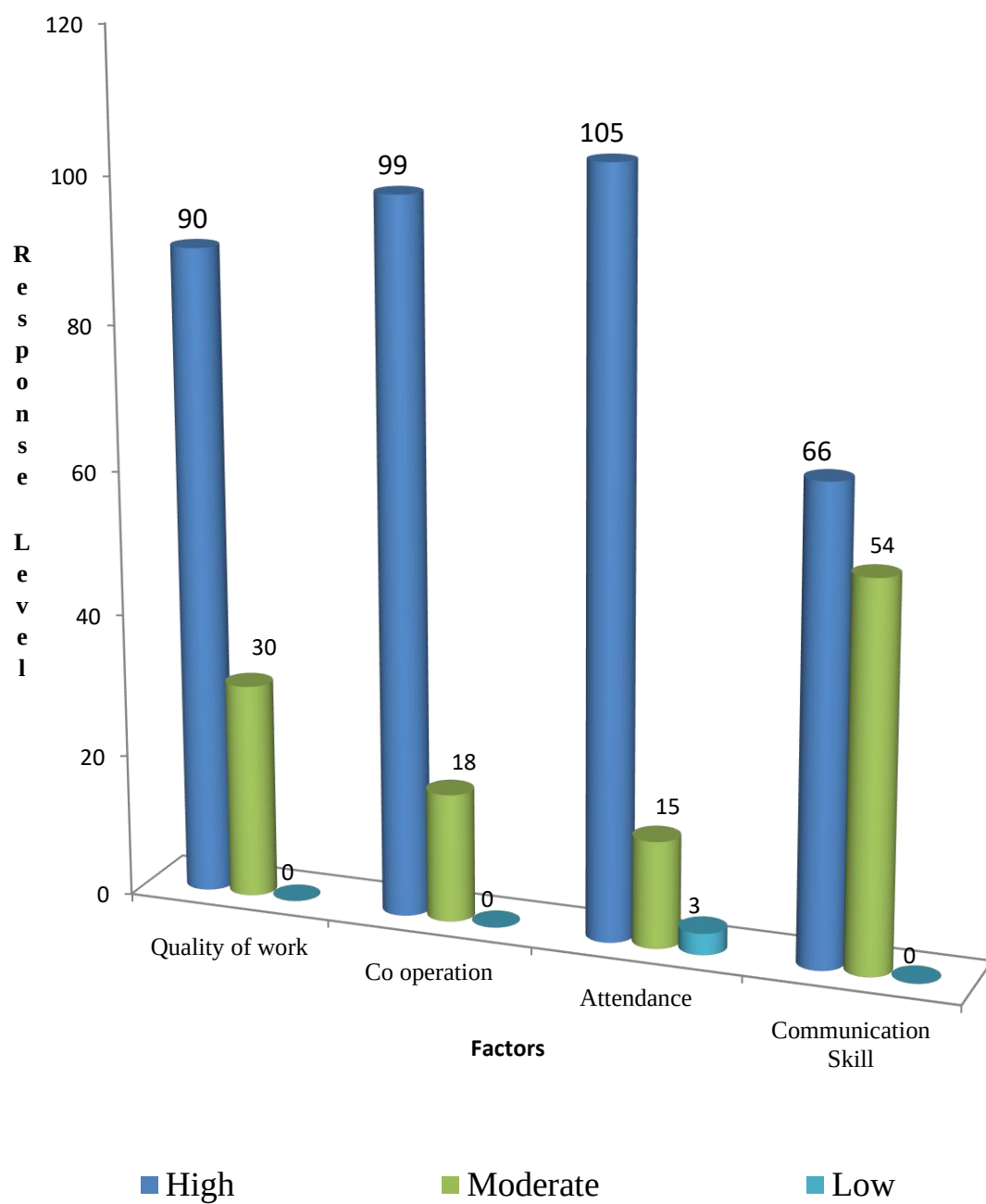
4.1.6 SELF RATING BY THE EMPLOYEES

S. #	Factors	High		Moderate		Low	
		#	%	#	%	#	%
1	Quality of work	90	75	30	25	0	0
2	Co operation	99	83	18	15	3	2
3	Attendance	105	87	15	13	0	0
4	Communication Skill	66	55	54	45	0	0

INFERENCE

From the above table it is observed that employees believe their Quality of Work is high about 75% and moderate about 25%. Co operation level is high up to 83% and moderate about 15%. Attendance is 88% high and 13% moderate finally communication skill level being 55% and 45% moderate.

Self Rating



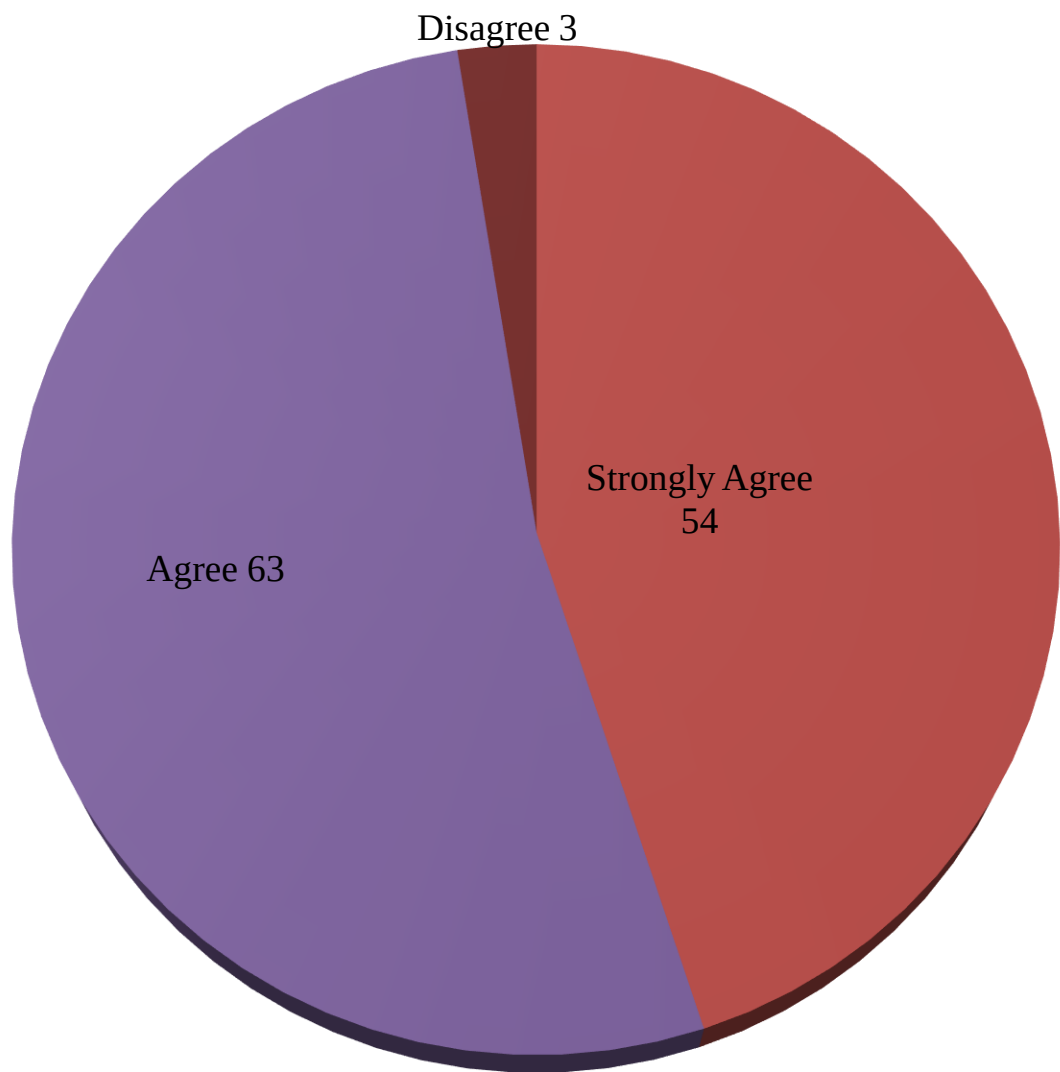
4.1.7 PERFORMANCE APPRAISAL NECESSARY

S.#	Age Groups	# of Respondents	% of Respondents
1	Strongly Agree	54	45
2	Agree	63	53
3	Strongly Disagree	0	0
5	Disagree	3	2
6	Neither agree nor disagree	0	0
7	Total	120	100

INFERENCE

From the above table it is observed that 53% feel performance appraisal system is necessary for the organization, 45% feel performance appraisal system is must for the organization, 2% feel performance appraisal system is not important.

Need of appraisal System



- Strongly Agree
- Strongly Disagree
- Neither Agree nor Disagree

- Agree
- Disagree

Strongly Disagree 0

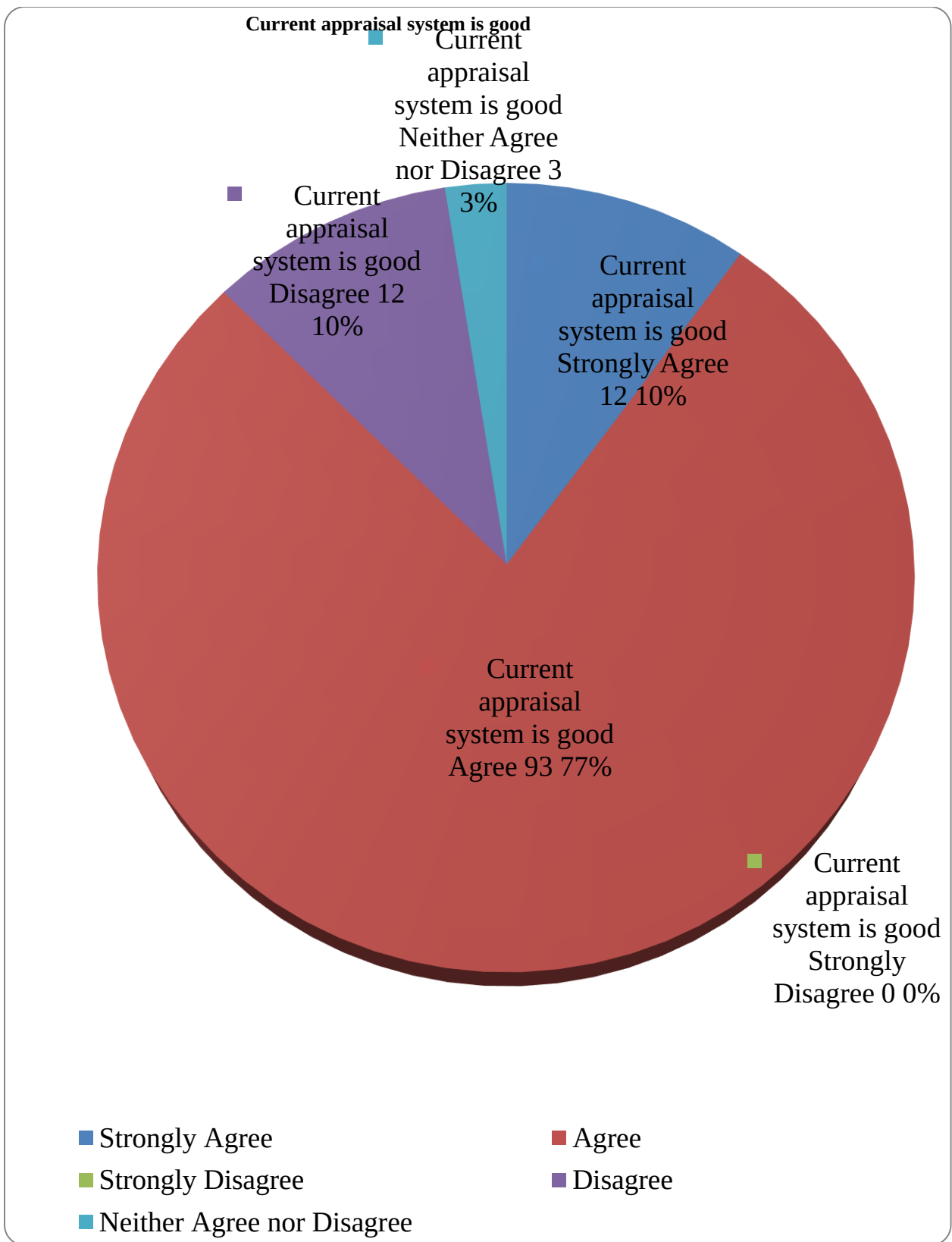
Neither Agree nor Disagree 0

4.1.8 CURENT APPRAISL SYSTEM IS GOOD

S.#	Options	# of Respondents	% of Respondents
1	Strongly Agree	12	10
2	Agree	93	78
3	Strongly Disagree	0	0
5	Disagree	12	10
6	Neither agree nor disagree	3	2
7	Total	120	100

INFERENCE

From the above table it is observed that 78% feel current appraisal system is good, 10% feel appraisal system is best that is followed in the organization, 10% disagree and 2% neither agree nor disagree.



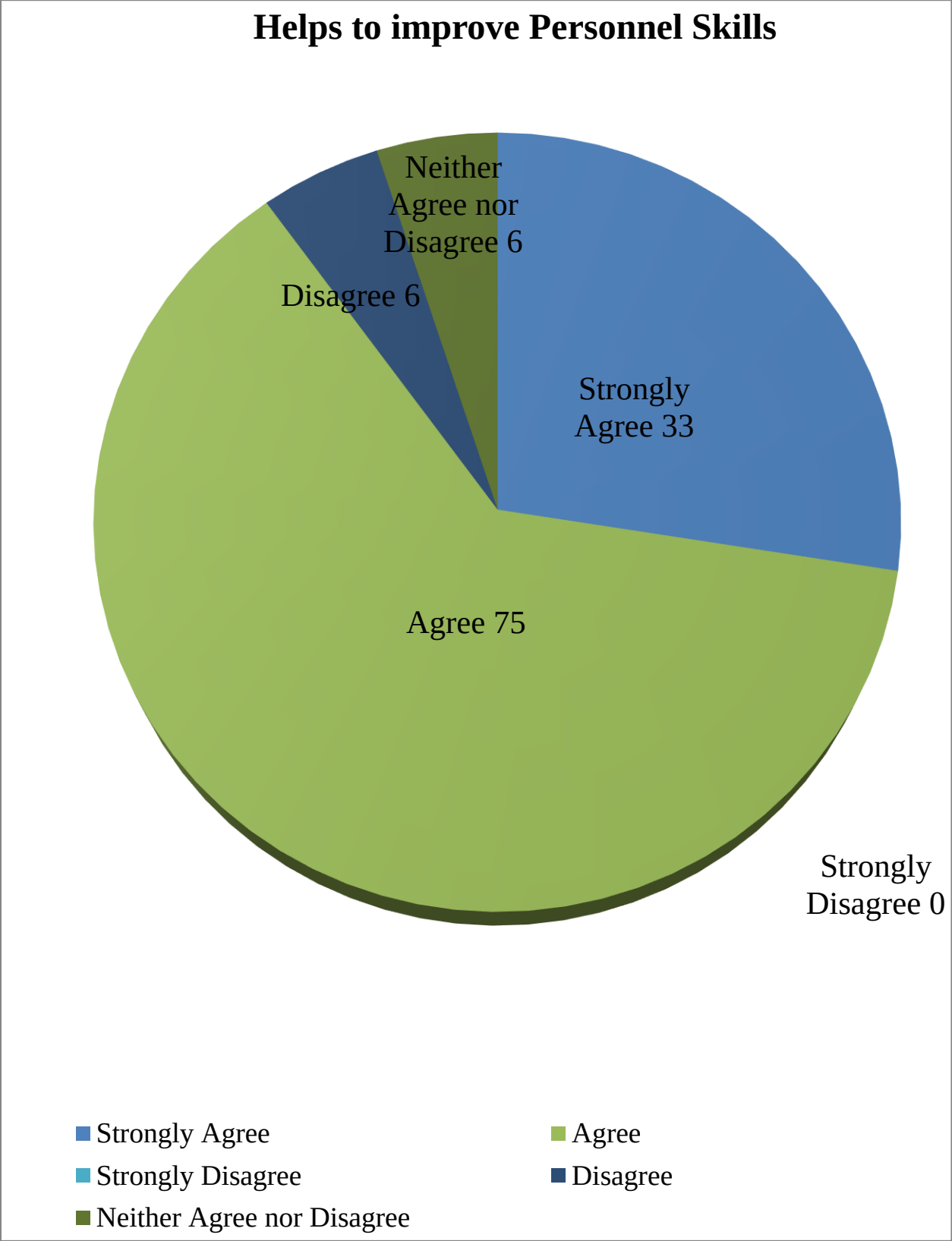
4.1.9 APPRAISAL HELPS IN IMPOROVING PERSONNEL SKILL

S.#	Options	# of Respondents	% of Respondents
1	Strongly Agree	33	27
2	Agree	75	63
3	Strongly Disagree	0	0
5	Disagree	6	5
6	Neither agree nor disagree	6	5
7	Total	120	100

INFERENCE

From the above table 63% of them feel performance appraisal improves personnel skills and 27 % of them strongly feel that appraisal system improves personnel skill and 5% of them disagree and the rest neither agrees nor disagrees.

TABLE 4.1.9 T



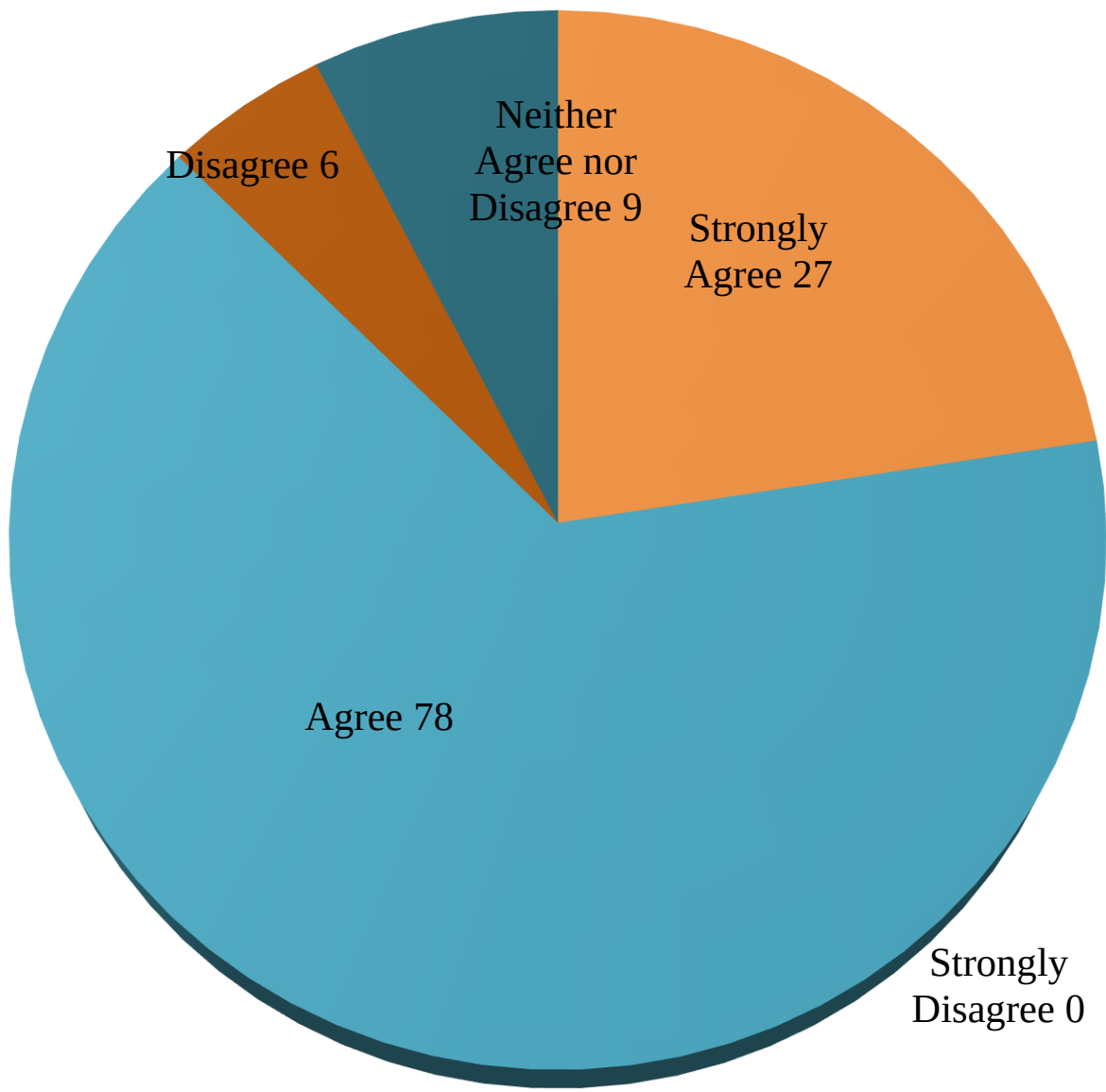
4.1.10 Appraisal helps in improving personnel skill

S.#	Options	# of Respondents	% of Respondents
1	Strongly Agree	27	23
2	Agree	78	65
3	Strongly Disagree	0	0
5	Disagree	6	5
6	Neither agree nor disagree	9	7
7	Total	120	100

INFERENCE

From the above table 65% of them feel that appraisal improves team work and co-operation, 23% strongly feel it does, 5% disagree and 7% neither agree nor disagree.

Improves team work and Co-operation in the Organization



- Strongly Agree
- Agree
- Strongly Disagree
- Disagree
- Neither Agree nor Disagree

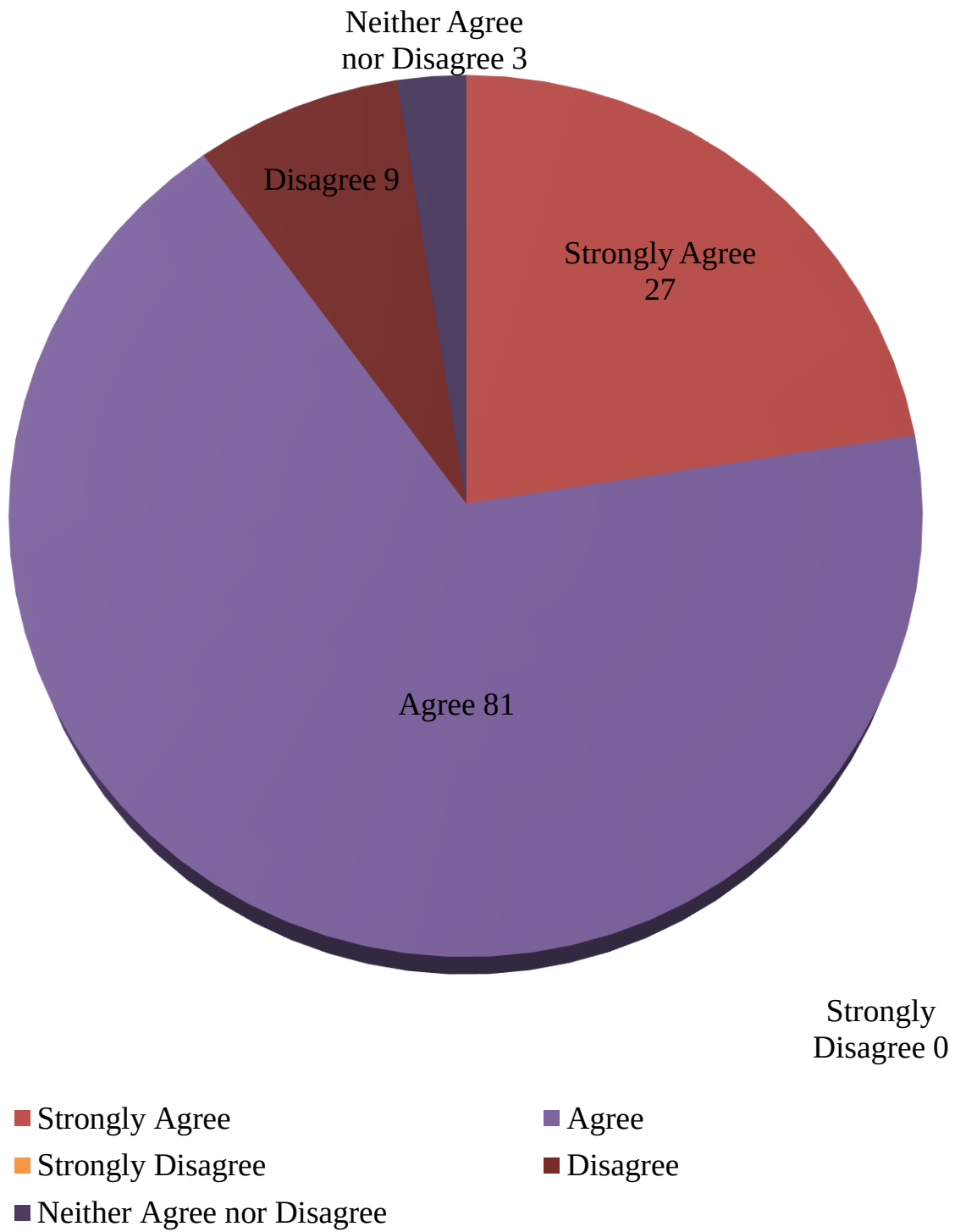
4.1.11 IMPROVES EMPLOYEE MOTIVATION

S.#	Options	# of Respondents	% of Respondents
1	Strongly Agree	27	23
2	Agree	81	68
3	Strongly Disagree	0	0
5	Disagree	9	7
6	Neither agree nor disagree	3	2
7	Total	120	100

INFERENCE

From the above table it is evident that 68% of them feel performance appraisal improves employee motivation, 23% strongly feel appraisal only motivates employees, 7% feel there is no relation between appraisal and Motivation and 2% neither agree nor disagree.

Improves Employee Motivation



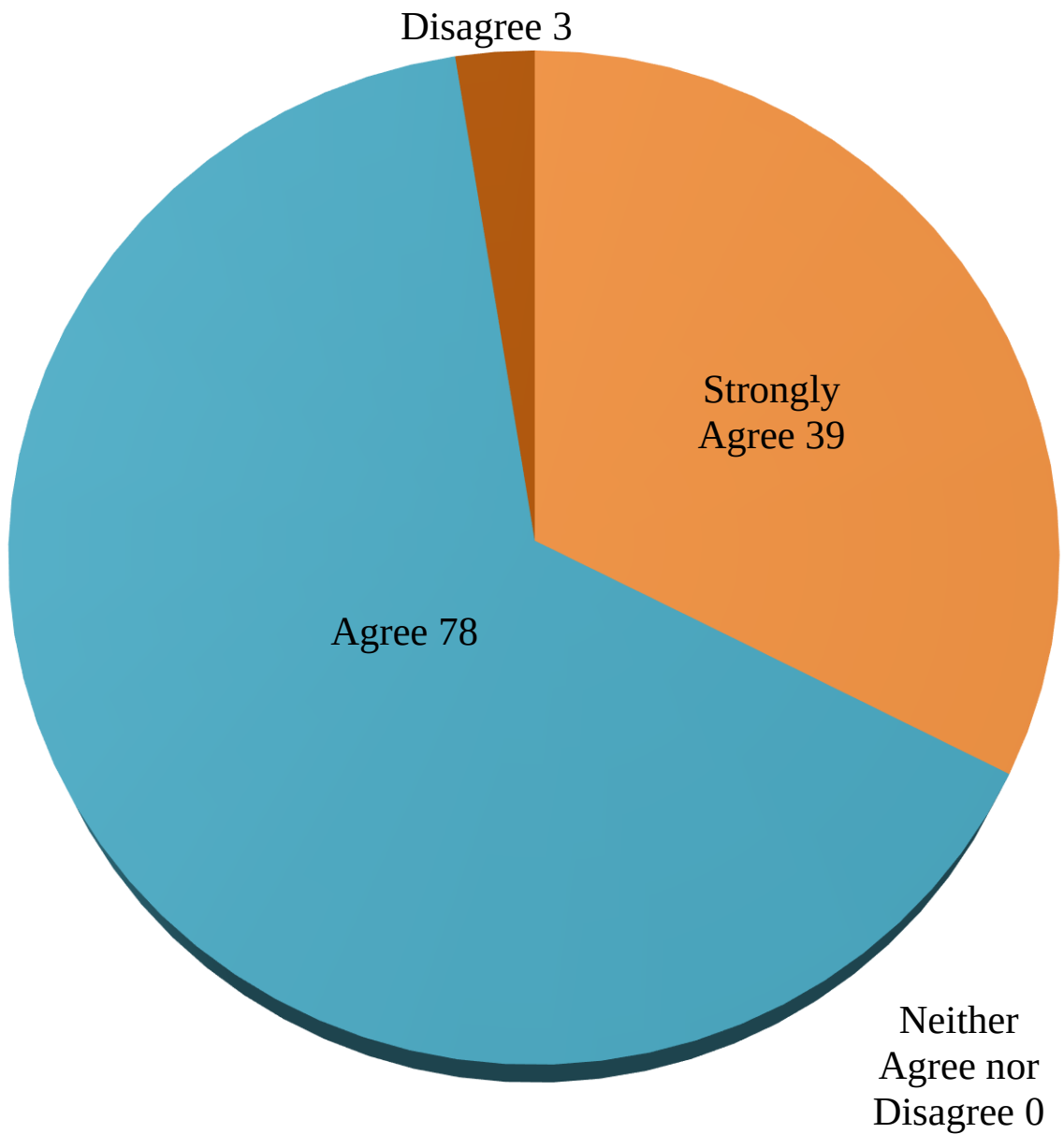
4.1.12 HELPS IN IDENTIFYING THE TRAINING NEEDS

S.#	Options	# of Respondents	% of Respondents
1	Strongly Agree	39	33
2	Agree	78	65
3	Strongly Disagree	0	0
5	Disagree	3	2
6	Neither agree nor disagree	0	0
7	Total	120	100

INFERENCE

From the above table it is evident that 65% of them feel performance appraisal identifies employee training needs, 33% strongly feel performance appraisal identifies employee training needs, and 2% feel there is no relationship between performance appraisal and training needs.

Helps in identifying the training needs



Strongly Agree

Strongly Disagree

Neither Agree nor Disagree

Agree

Disagree

Neither
Agree nor
Disagree 0

Strongly
Disagree 0

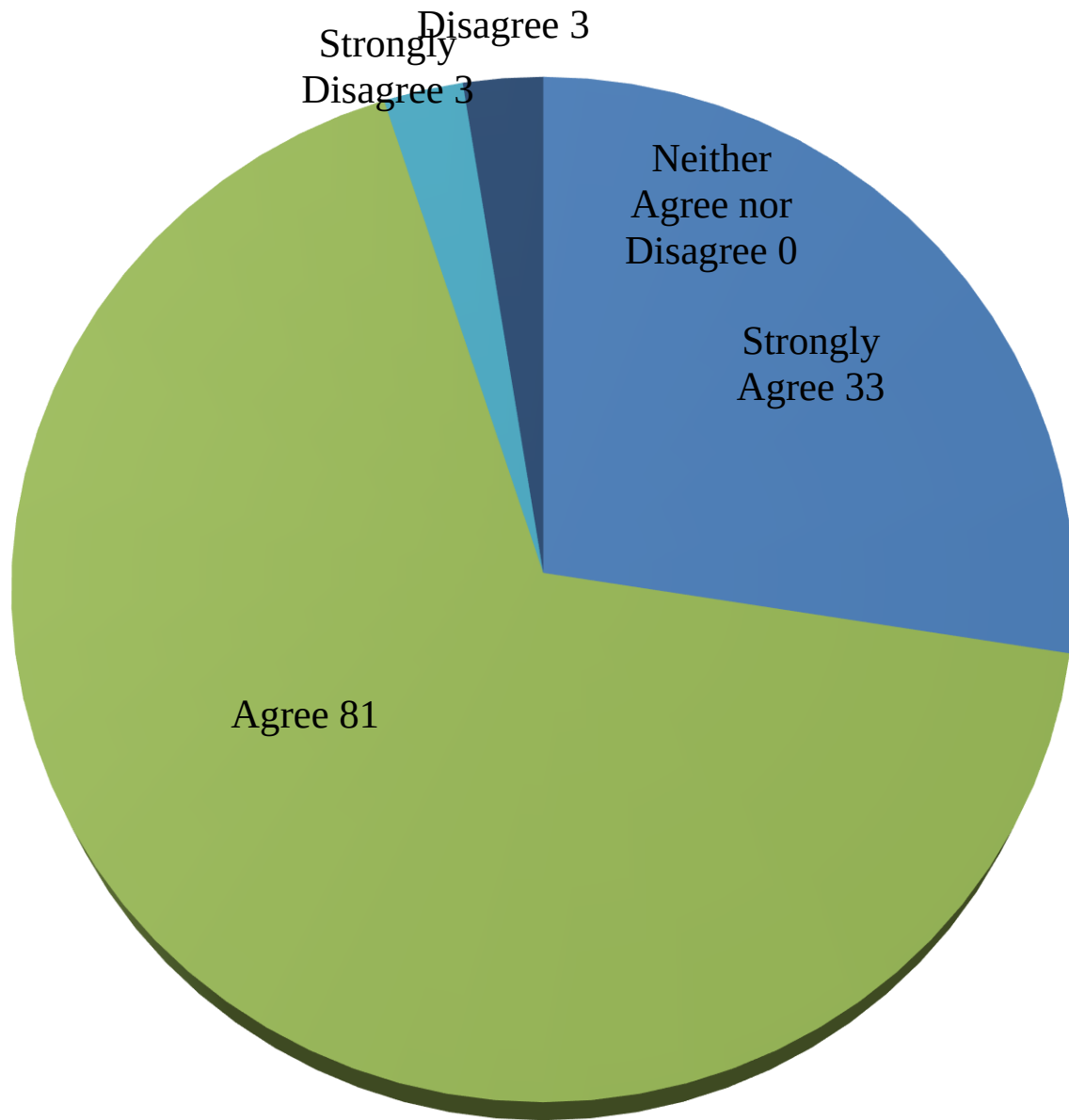
4.1.13 STRENGTHS AND WEAKNESS OF EMPLOYEES REVEALED

S.#	Options	# of Respondents	% of Respondents
1	Strongly Agree	33	28
2	Agree	81	68
3	Strongly Disagree	3	2
5	Disagree	3	2
6	Neither agree nor disagree	0	0
7	Total	120	100

INFERENCE

From the above table it is evident that 68% of them feel performance appraisal identifies employee strength and weakness, 28% strongly feel performance appraisal identifies employee strength and weakness, and 2% feel there is no relationship between performance appraisal and strengths and weakness of employees and 2% strongly feel that it is irrelevant.

Strengths and Weakness of Employees Revealed



- Strongly Agree
- Strongly Disagree
- Neither Agree nor Disagree
- Agree
- Disagree

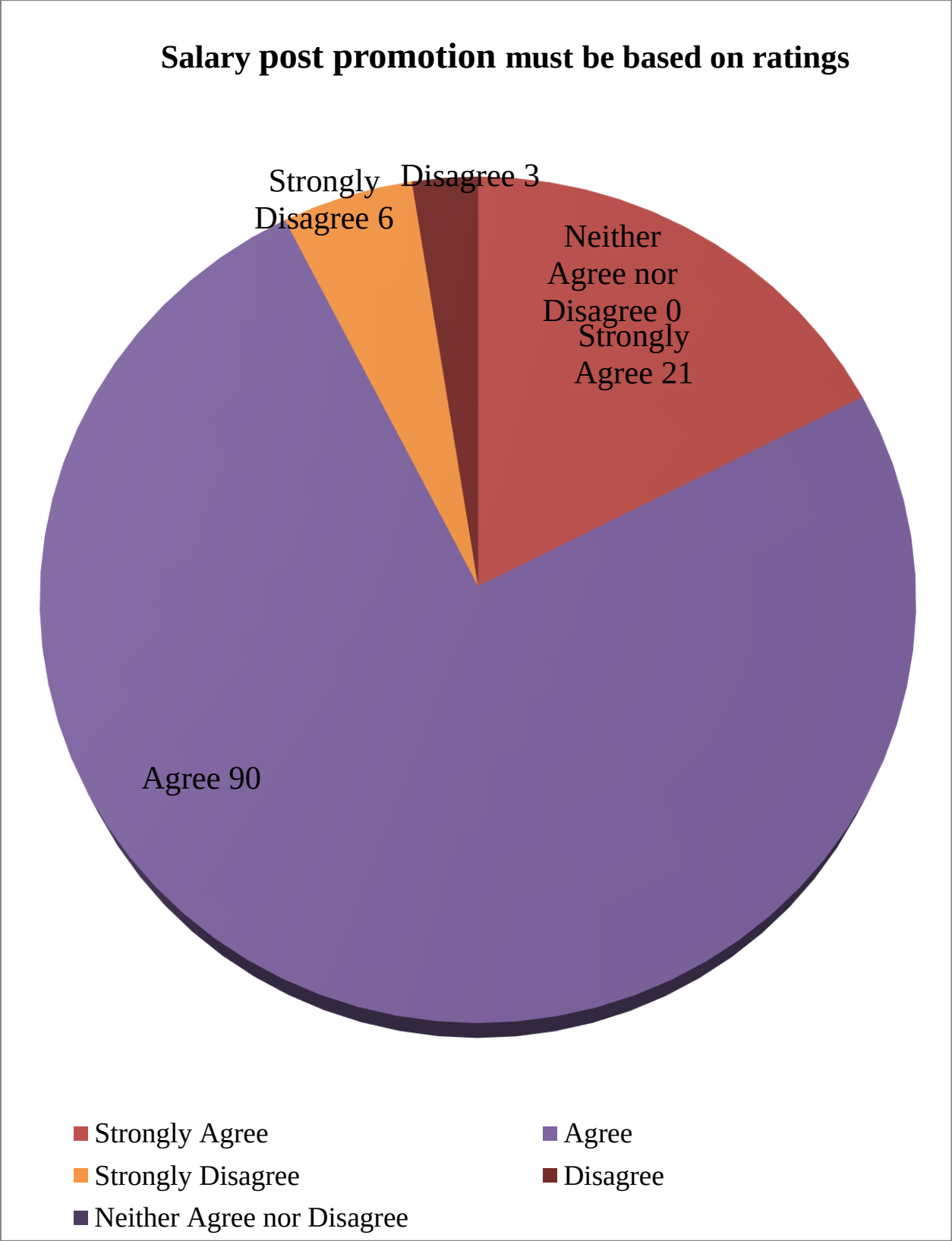
4.1.14 SALARY POST PROMOTION MUST BE BASED ON RATINGS

S.#	Options	# of Respondents	% of Respondents
1	Strongly Agree	21	18
2	Agree	90	75
3	Strongly Disagree	6	5
5	Disagree	3	2
6	Neither agree nor disagree	0	0
7	Total	120	100

INFERENCE

From the above table it is evident that 75% of them feel after performance appraisal salary must be fixed, 18% strongly feel only after appraisal salary must be fixed, 5% strongly feel there is no relationship between performance appraisal and salary and

2% feel there is no relationship betw



een them.

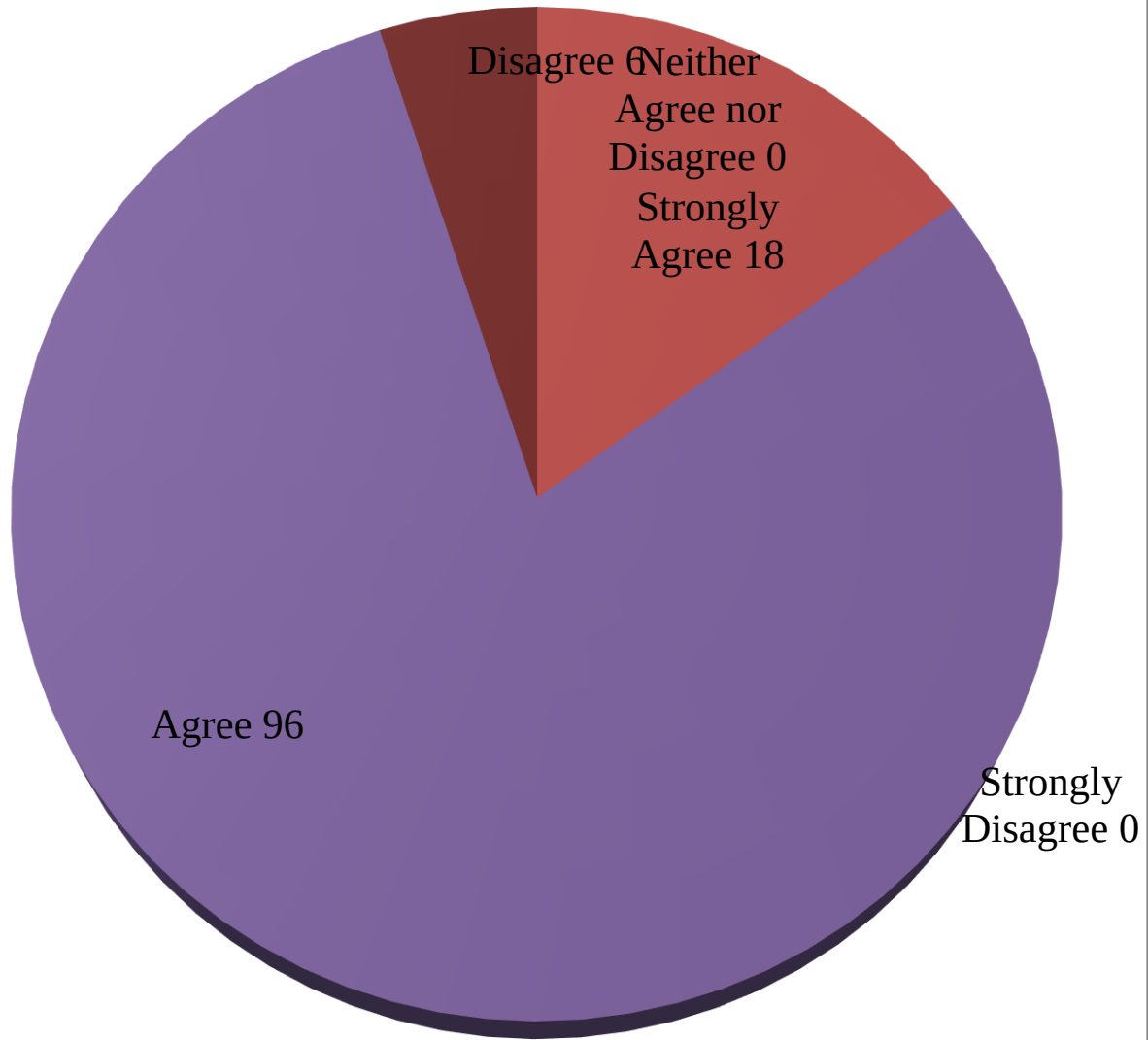
4.1.15 EMPLOYEE SELECTED FOR A REWARD THROUGH RATINGS HELP TO FIX INCREMENT

S.#	Options	# of Respondents	% of Respondents
1	Strongly Agree	18	15
2	Agree	96	80
3	Strongly Disagree	0	0
5	Disagree	6	5
6	Neither agree nor disagree	0	0
7	Total	120	100

INFERENCE

From the above table it is evident that 80% of them feel performance appraisal helps to fix increment, 15% strongly feel performance appraisal helps to fix increment, and 5% feel there is no relationship between performance appraisal and increment.

Ratings help to fix Increment



- Strongly Agree
- Strongly Disagree
- Neither Agree nor Disagree
- Agree
- Disagree

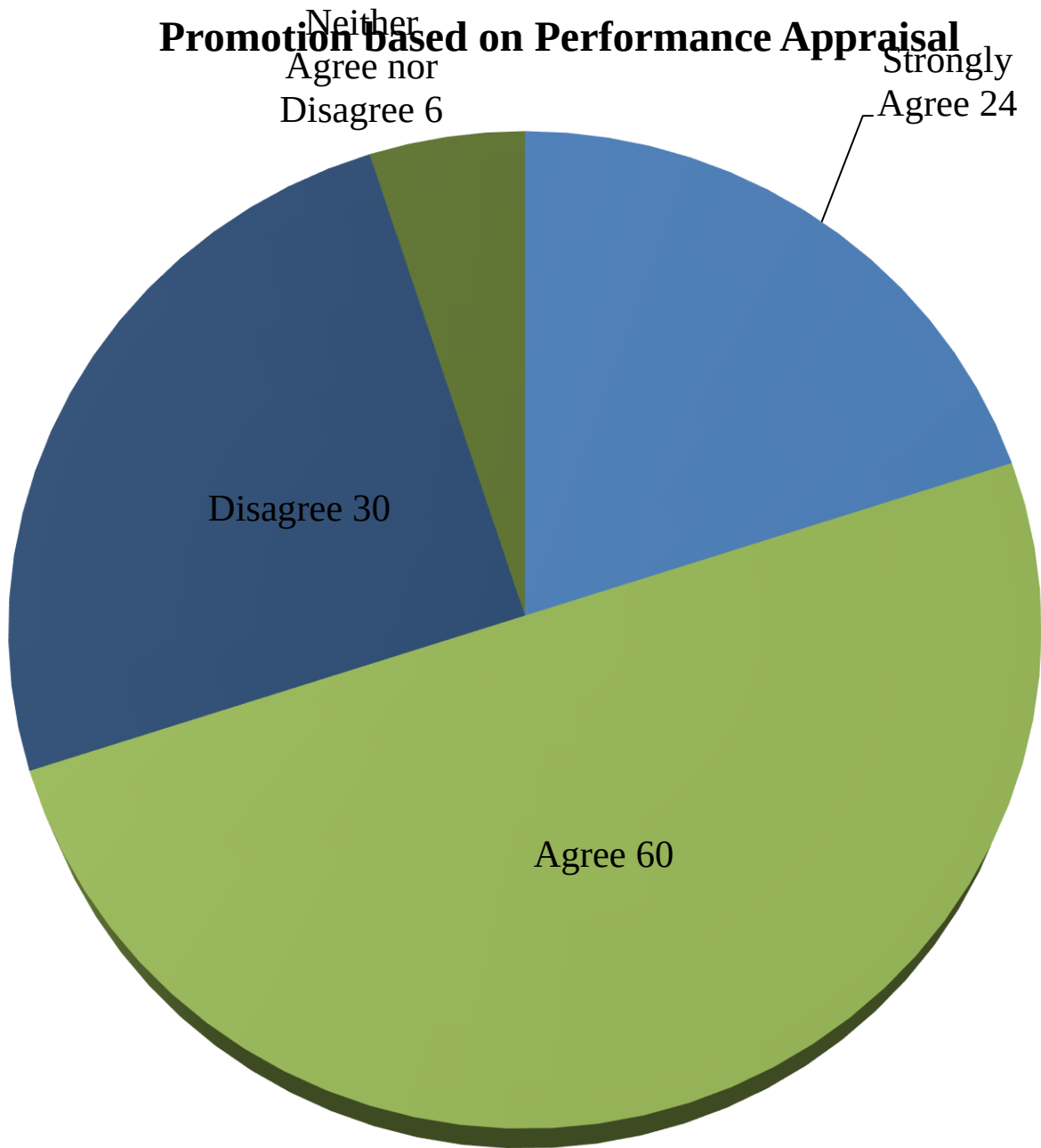
4.1.16 PROMOTION BASED ON PERFORMANCE APPRAISAL

S.#	Options	# of Respondents	% of Respondents
1	Strongly Agree	24	20
2	Agree	60	50
3	Strongly Disagree	0	0
5	Disagree	30	25
6	Neither agree nor disagree	6	5
7	Total	120	100

INFERENCE

From the above table it is evident that 50% of them feel promotion is based on appraisal, 20% strongly feel promotion is based on performance appraisal and 25% feel there is no relationship between appraisal and promotion and 5% neither agree nor disagree.

Promotion Based on Performance Appraisal



- Strongly Agree
- Strongly Disagree
- Neither Agree nor Disagree
- Agree
- Disagree

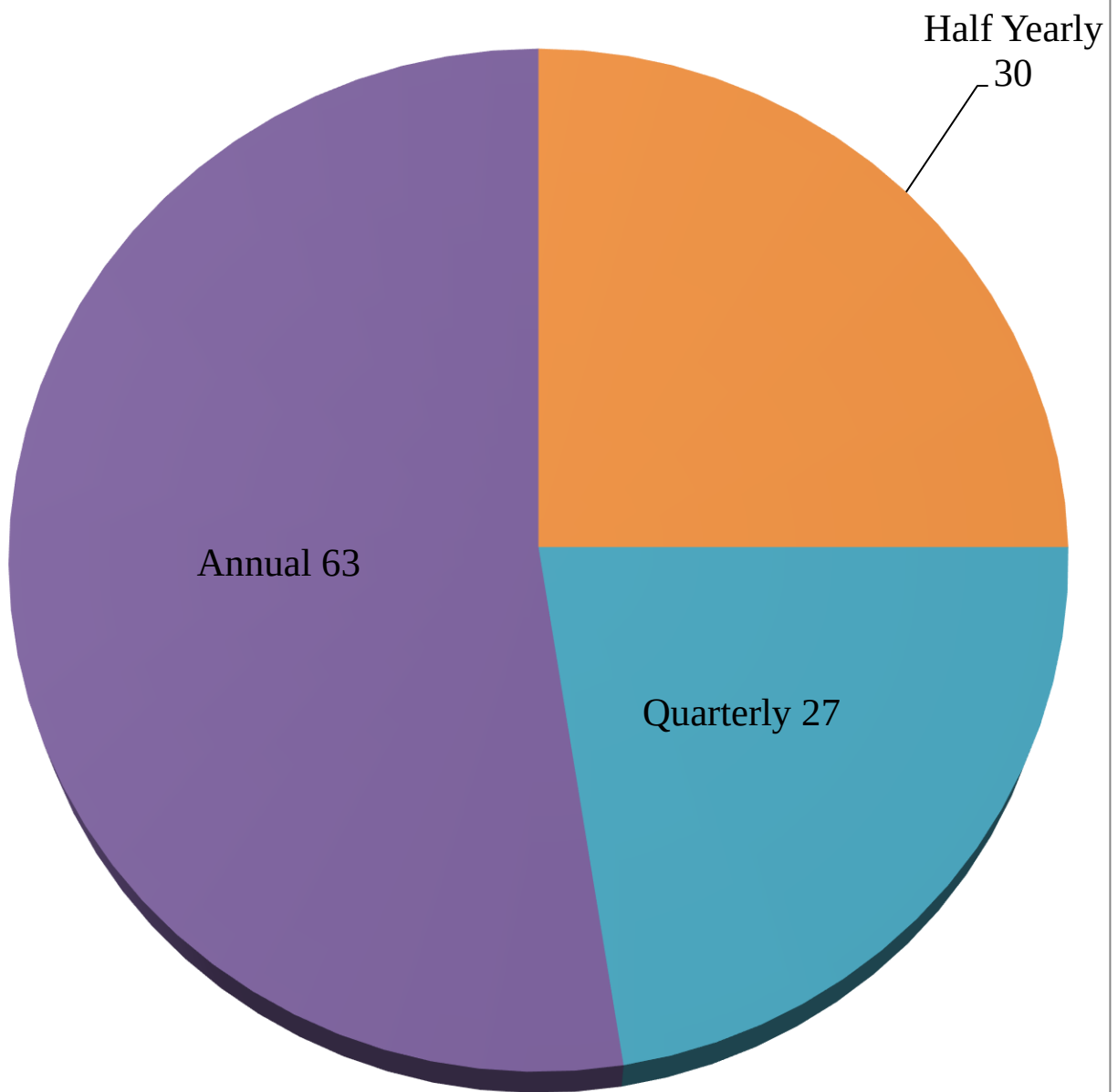
4.1.17 APPRAISAL TIMING

S.#	Options	# of Respondents	% of Respondents
1	Half yearly	30	25
2	Quarterly	27	22
3	Yearly	63	53
4	Total	120	100

INFERENCE

From the above table it is evident that 53% of them feel appraisal should be done yearly once, 25% feel appraisal should be scheduled half yearly and 22% feel appraisal must be done quarterly.

Appraisal Timing



Half Yearly

Quarterly

Annual

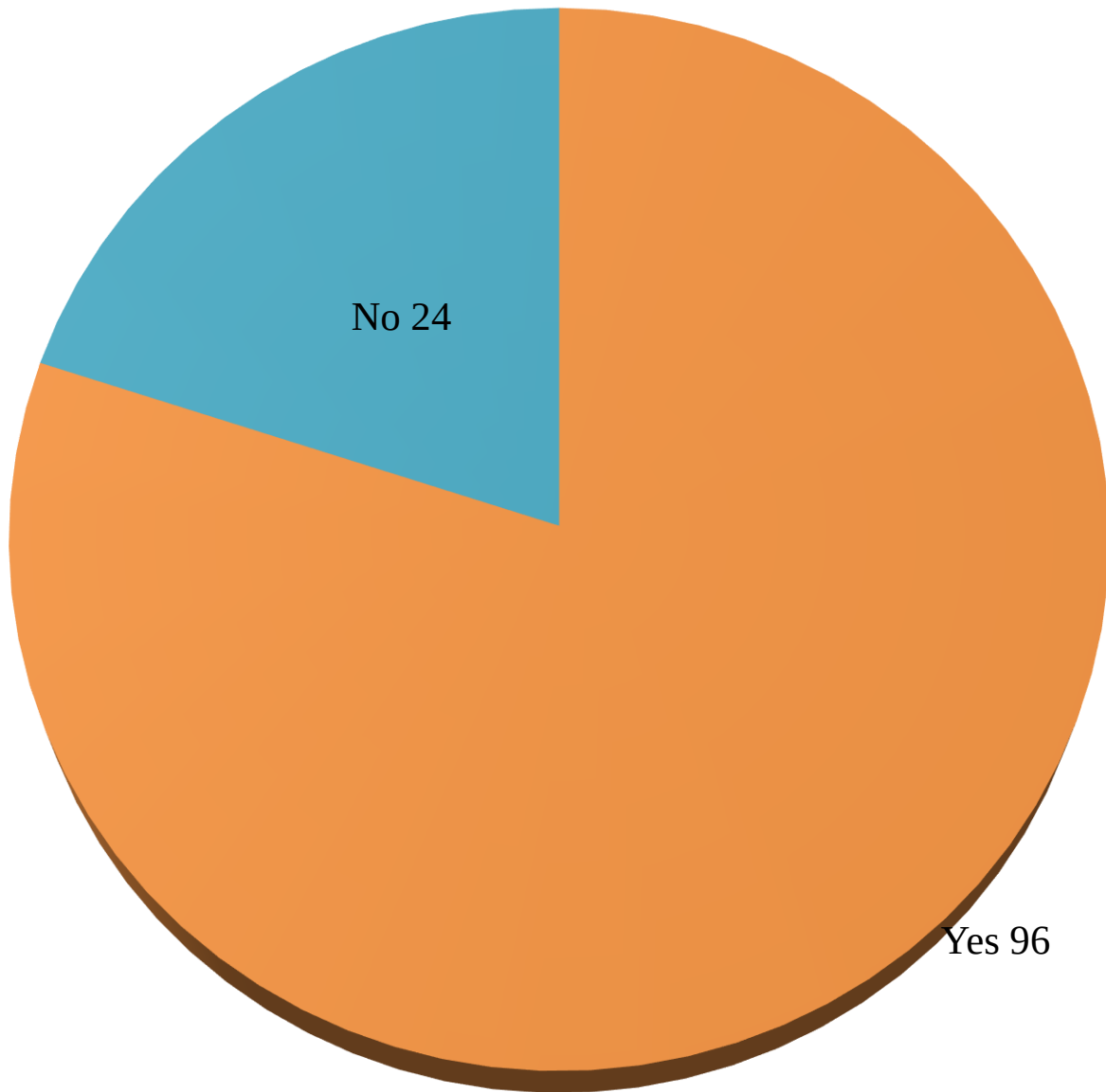
4.1.18 APPRAISED DURING SERVICE PERIOD?

S.#	Options	# of Respondents	% of Respondents
1	Yes	96	80
2	No	24	20
3	Total	120	100

INFERENCE

From the above table it is evident that 80% of them are appraised during their service period and 20% of them have not been appraised.

Appraised during service period



Yes

No

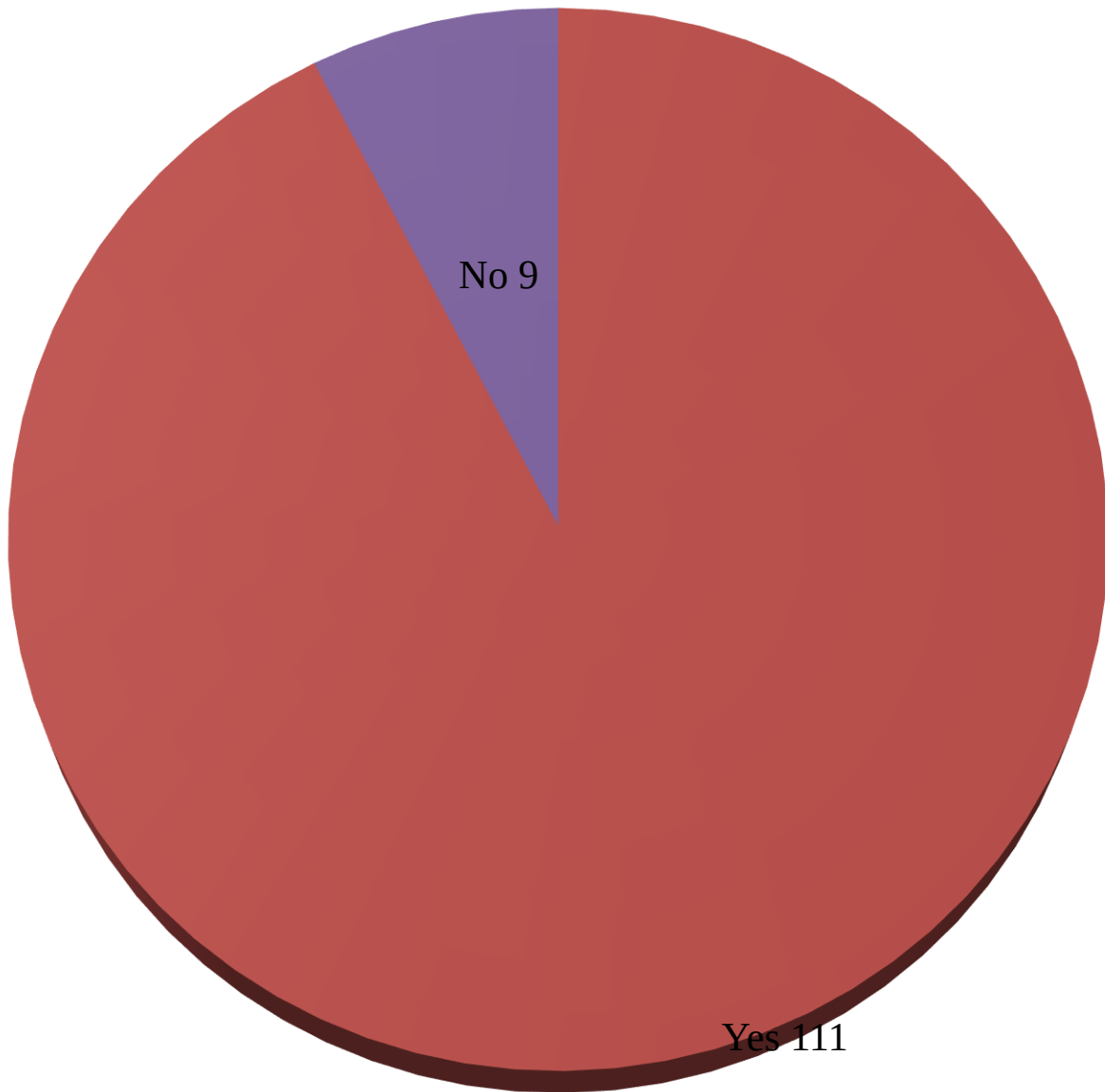
4.1.19 HELPS TO MAINTAIN GOOD COMMUNICATION BETWEEN SUPERIORS AND SUBORDINATES

S.#	Options	# of Respondents	% of Respondents
1	Yes	111	93
2	No	9	7
3	Total	120	100

INFERENCE

From the above table it is evident that 93% feel appraisal maintains good communication and relationship between superiors and subordinates and 7% feel appraisal is not the key for good communication and relationship between superiors and subordinates.

Helps to maintain good communication between Superiors and Subordinates



■ Yes

■ No

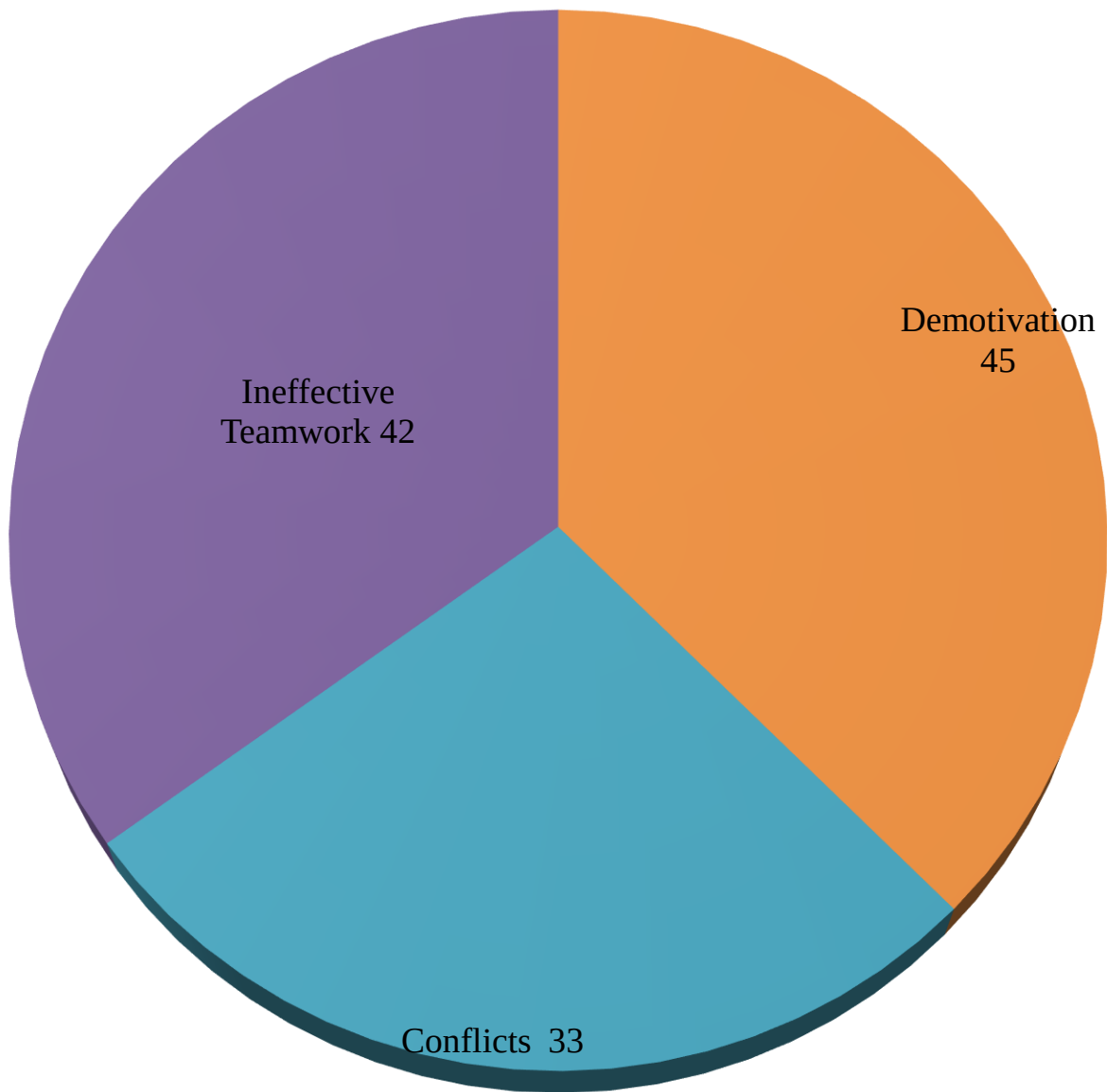
4.1.20 RESULTS OF POOR APPRAISAL SYSTEM

S.#	Options	# of Respondents	% of Respondents
1	De-motivation	45	38
2	Conflicts	33	27
3	Ineffective Team Work	42	35
4	Total	120	100

INFERENCE

From the above table it is evident that 38% feel poor appraisal leads to de-motivation and 27% feel poor appraisal leads to conflicts and 35% feel it leads to ineffective team work.

Results of poor Appraisal System



■ Demotivation

■ Conflicts

■ Ineffective Teamwork

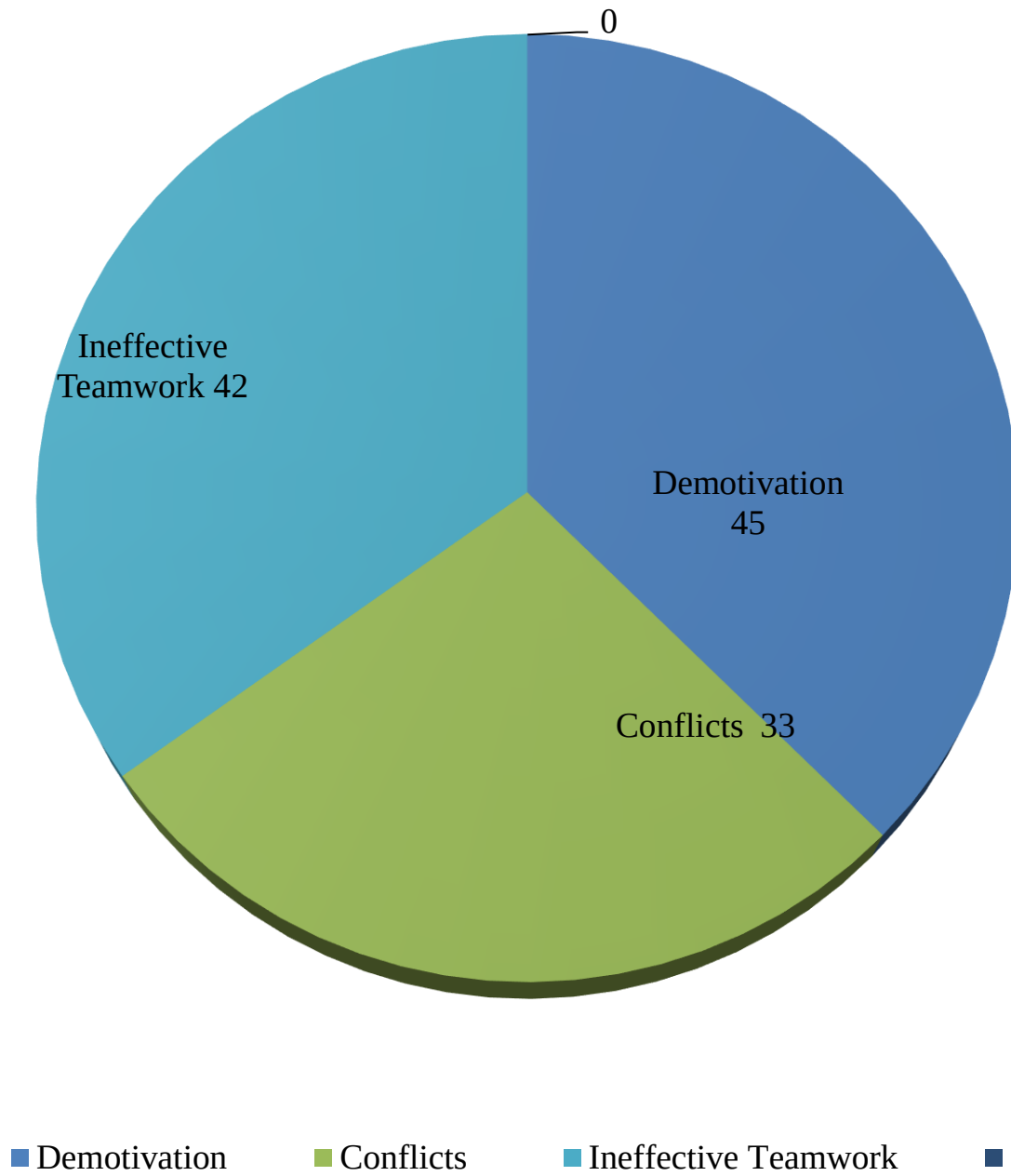
4.1.21 FEED BACK BY SUPERIORS POST APPRAISAL

S.#	Options	# of Respondents	% of Respondents
1	Complimentary	24	20
2	Suggestive	84	70
3	Negative	9	8
4	Warning	3	2
5	Total	120	100

INFERENCE

From the above table it is evident that 70% feel appraisal feedback by superiors is suggestive 20% strongly feel appraisal feedback by superiors is complimentary, 8% feel appraisal feedback by superiors is negative and 2% feel appraisal feedback by superiors is given in warning.

Feed back by Superiors post Appraisal



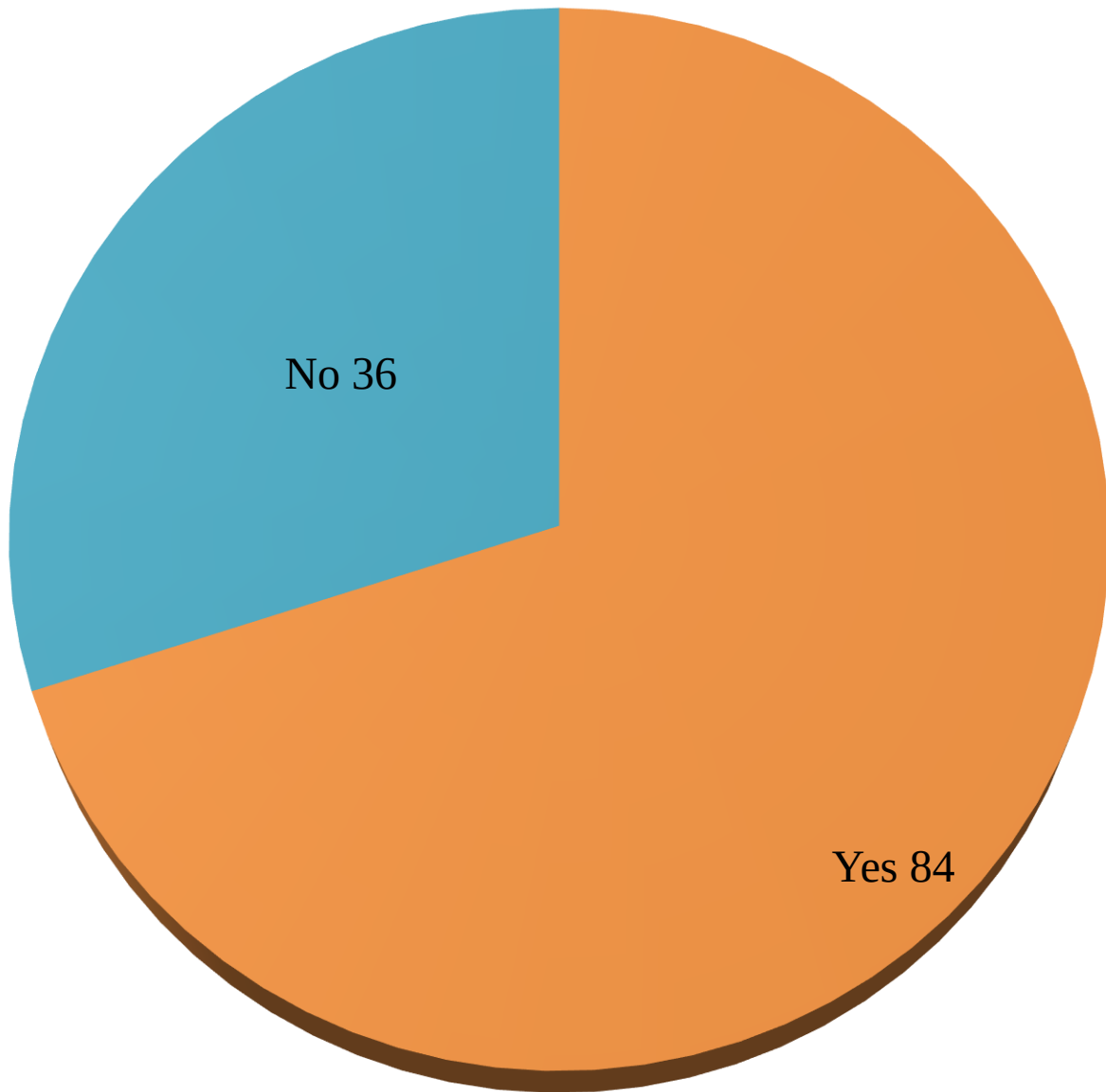
4.1.22 COMPLAINT CHANNEL FOR EMPLOYEES DIS-SATISFIED WITH THE PERFORMANCE APPRAISAL

S.#	Options	# of Respondents	% of Respondents
1	Yes	84	70
2	No	36	30
3	Total	120	100

INFERENCE

From the above table it is evident that 70% feel there must be a separate channel for employees who are dissatisfied with appraisal and 30% feel there is no need of such channels.

Complaint channel for Employees dis-satisfied with the performance appraisal



Yes

No

4.2 ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (Ho):

There is a significance difference between respondents according to their experience and performance appraisal necessary.

Alternate hypothesis (H1):

There is no significance difference between respondents according to their experience and performance appraisal necessary.

Descriptives

RESPONDENTS ACCORDING TO THEIR EXPERIENCE

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Strongly Agree	54	1.00	.000	.000	1.00	1.00	1	1
Agree	63	1.71	.633	.080	1.55	1.87	1	3
Disagree	3	3.00	.000	.000	3.00	3.00	3	3
Total	120	1.43	.631	.058	1.31	1.54	1	3

Test of Homogeneity of Variances

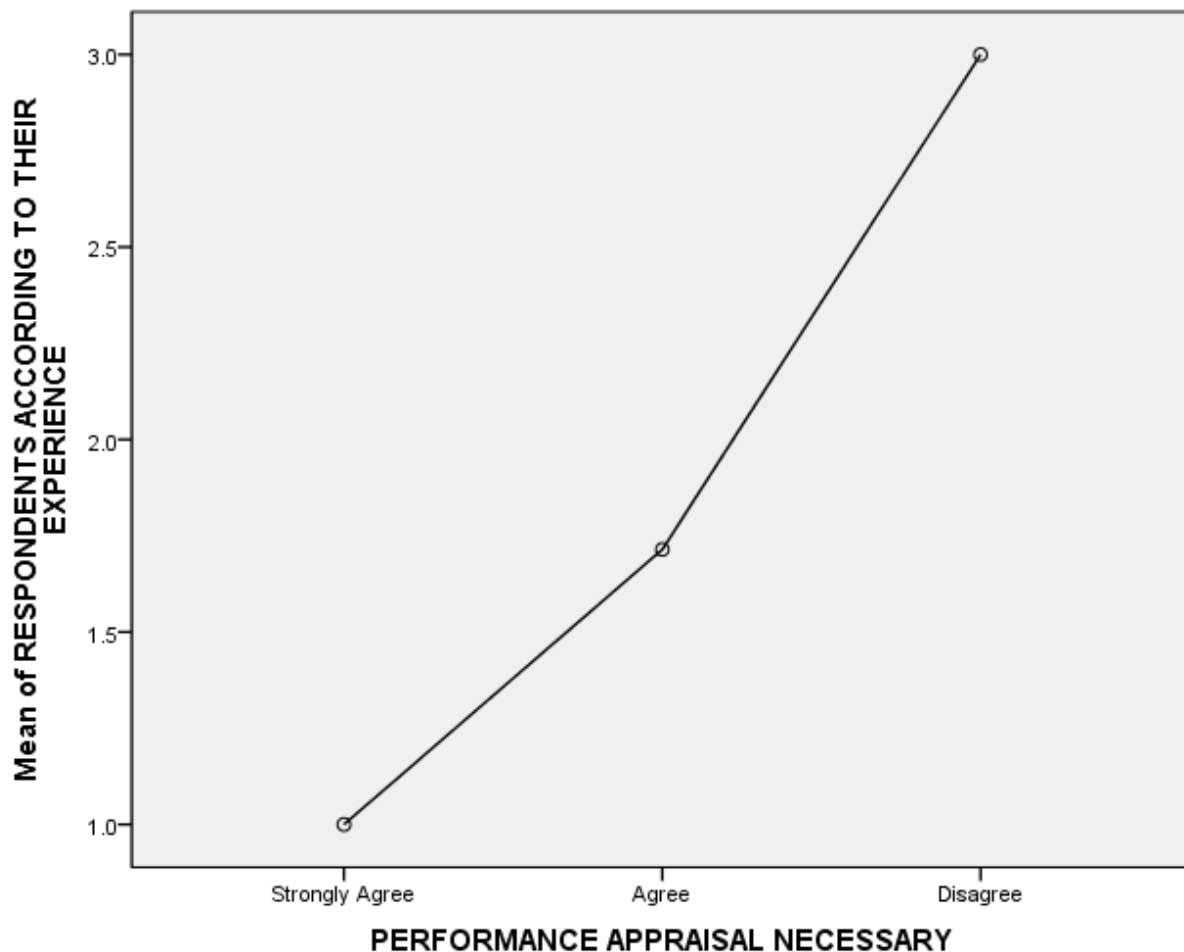
RESPONDENTS ACCORDING TO THEIR EXPERIENCE

Levene Statistic	df1	df2	Sig.
83.650	2	117	.000

ANOVA

RESPONDENTS ACCORDING TO THEIR EXPERIENCE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	22.468	2	11.234	52.877	.000
Within Groups	24.857	117	.212		
Total	47.325	119			



Calculated value = 52.877

Tabulated value = 3.09

$F = F_{cal} > F_{tab} \quad F = 52.877 > 3.09$

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 no significance difference between respondents according to their experience and performance appraisal necessary.

4.3 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 improves team work and co-operation in the organization and improves employee motivation.

Alternate hypothesis (H1):

There is negative relationship between improves team work and co-operation in the organization and improves employee motivation.

Correlations		IMPROVES TEAM WORK AND CO- OPERATION IN THE ORGANIZATION	IMPROVES EMPLOYEE MOTIVATION
IMPROVES TEAM WORK AND CO-OPERATION IN THE ORGANIZATION	Pearson Correlation Sig. (2-tailed) N	1 120	.940** .000 120
IMPROVES EMPLOYEE MOTIVATION	Pearson Correlation Sig. (2-tailed) N	.940** .000 120	1 120

** . 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= .940

INFERENCE:

Since r is positive, there is positive relationship between improves team work and co-operation in the organization and improves employee motivation.

5.1 FINDING

- Most of them are in and around 21 – 30 years of age.
- 45% of the sample size is Post Graduates.
- More than half of the sample size is experienced around 1-5 years and 30% of them ranging from 5 – 10 years.
- The employees are riding high in their self confidence level.
- 98% of employees feel that performance appraisal is necessary for an organization.
- 88% of the sample size feels that the current appraisal system followed in the organization is good.
- All respondents feel appraisal helps in improving personnel skill.
- The respondents strongly agree that appraisal improves team work and co-operation.
- 90% of the sample size feels that performance appraisal motivates the employees.
- All the respondents feel appraisal helps in identifying the training needs of the employees.
- All the respondents feel that appraisal reveals strengths and weakness of the employees.
- Most of the respondents feel that salary must be based on ratings post promotion.
- 95% of the respondents feel that appraisal ratings help to fix increment.
- More than half of the respondents say promotion must be based on appraisal.
- Employees feel appraisal must be done yearly once.
- 80% of the employees are appraised during period of service.
- Appraisal helps to maintain good communication between superior and subordinate.
- Results of poor appraisal system would lead to de-motivation feel the respondents.
- Superiors are suggestive in feedback post appraisal.
- 70% of them feel there is a need for complaint channel for employees dissatisfied with appraisal.

5.2 SUGGESTIONS

- A separate channel for appraisal review and evaluation maintained.
- Senior employees should counseling to the newly employed ones.
- Career growth chart of employees can be given to them so that self improvement is possible.
- Almost of the respondents agree that appraisal system has provided a good communication between top management and staff. The management shall continue to retaining this stage which will lead to team work and thereby improve the productivity.
- 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.

5.3 CONCLUSION

It is true as they say completion of one work leads to another, there is no end for any working process and one among those kinds of jobs is Performance Appraisal. Performance Appraisal is a never ending process, it is essential for personal and professional development.

This report is compiled in a very precise manner and has all relevant data gathered from the organization, company website and few other supporting sites.

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ANNEXURE-I

QUESTIONNAIRE

SOCIO – DEMOGRAPHIC FACTORS

➤ Name:

➤ Sex:

☐ Male

☐ Female

➤ Age:

☐ Below 20 years ☐ 20 – 30 years ☐ 30 – 40 years ☐ Above 40 years

➤ Marital status:

☐ Married

☐ Unmarried

➤ Educational qualification:

☐ SSLC

☐ HSC

☐ Diploma

☐ Graduate

☐ PG

➤ Department:

☐ Production

☐ HR

☐ R&D

☐ Accounts

☐ Others

In case of others please specify

➤ Monthly Income: (in Rs.)

☐ Below 10K

☐ 10K -15K

☐ 15K – 20K

☐ Above 20K

STUDY FACTORS

1. How long have you been associated with this organization.

☐ 1-5 Years ☐ 5-10 years ☐ 10–15 years ☐ Above 15 years

2. How will you rate your performance on the following criteria.

FACTORS	HIGH	MODERATE	LOW
Quality of work			
Co operation			
Attendance			
Communication Skill			

3. Performance appraisal system is needed for an organization.

☐ Strongly agree ☐ Agree ☐ Disagree
☐ Strongly Disagree ☐ Neither agree nor disagree

4. Current performance appraisal system is doing good.

☐ Strongly agree ☐ Agree ☐ Disagree
☐ Strongly Disagree ☐ Neither agree nor disagree

5. Performance Appraisal is helpful in improving the personnel skill.

☐ Strongly agree ☐ Agree ☐ Disagree
☐ Strongly Disagree ☐ Neither agree nor disagree

6. Performance appraisal helps to win co-operation and team work in the organization.

☐ Strongly agree ☐ Agree ☐ Disagree

☐ Strongly Disagree ☐ Neither agree nor disagree

7. Performance appraisal improves employee motivation.

☐ Strongly agree ☐ Agree ☐ Disagree

☐ Strongly Disagree ☐ Neither agree nor disagree

8. Performance appraisal report is helpful in identifying the training needs.

☐ Strongly agree ☐ Agree ☐ Disagree

☐ Strongly Disagree ☐ Neither agree nor disagree

9. The performance appraisal system helps to identify the strength and weakness of the employee.

- ☐ Strongly agree ☐ Agree ☐ Disagree
☐ Strongly Disagree ☐ Neither agree nor disagree

10. Management must fix salary through the performance rating after promotion.

- ☐ Strongly agree ☐ Agree ☐ Disagree
☐ Strongly Disagree ☐ Neither agree nor disagree

11. Performance rating helps to fix increment.

- ☐ Strongly agree ☐ Agree ☐ Disagree
☐ Strongly Disagree ☐ Neither agree nor disagree

12. Promotion is purely based on performance appraisal.

- ☐ Strongly agree ☐ Agree ☐ Disagree
☐ Strongly Disagree ☐ Neither agree nor disagree

13. Appraisal in your organization should be done every.

- ☐ Half Yearly ☐ Quarterly ☐ Yearly

14. Have you ever been appraised during your service period.

- ☐ Yes ☐ No

15. Does the appraisal system provide a good communication between the top-management plans and business goals to staff below.

- ☐ Yes ☐ No

16. What do you think is the effect of a poor appraisal system.

- ☐ De-motivation ☐ Conflicts ☐ Ineffective teamwork

17. How is the feedback on your performance given by your superiors.

☐ Complimentary ☐ Suggestive ☐ Negative ☐ Warning

18. Do you wish to have a complaint channel for employees who are dissatisfied with the performance appraisal.

☐ Yes ☐ No

Your valuable suggestions are welcome

ANNEXURE II – RESEACH ARTICLE

A STUDY ON THE EFFECTIVENESS OF EMPLOYEE PERFORMANCE APPRAISAL IN RELENTLESS SYSTEM

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ABSTRACT

Performance appraisal is a part of guiding and managing career development. Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development. The scope of the study is vital and not only the Human Resource Department can reap the benefits but also the Marketing and Sales Departments can make use of the findings from this study. The aim of choosing this topic is to help the organization in terms of betterment of their already high standards and quality. The scope of study includes that employees will be motivated and will work with a friendly competition and this will make the organization taste success at the earliest and the appraiser gets an opportunity to identify strengths and weaknesses of appraisal .The primary objective of this study is to study the effectiveness of Performance Appraisal system followed in Relentless Systems. The secondary objectives are To reduce the grievances of the employees, identify employee attitude towards appraisal system, observe the work environment in organization and provide information to assist in the other personal decisions in the organization.

KEYWORDS:

PERFORMANCE APPRAISAL,EMPLOYER PERFORMANCE

INTRODUCTION:

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 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.

OBJECTIVES OF STUDY

PRIMARY OBJECTIVE

- To study on the effectiveness of employee performance appraisal in relentless system.
- **SECONDARY OBJECTIVES:**
- To Understand the performance appraisal system
- To evaluate performance appraisal mechanism in operation.

- To evaluate the satisfaction level of the employees towards performance appraisal system.

REVIEW OF LITERATURE

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Methodology

Research refers search for knowledge. It is done in a systematic manner through scientific analysis. A scientific study is always objective. Research can be described as a systematic and organized effort to investigate a specific problem encountered in the work setting that needs a solution. It comprises a series of steps designed and executed, with a goal of finding answers to the issues that are of concern in the work environment.

Research Design

The research should be designed in such a way that the requisite data can be gathered and analyzed to arrive at a solution. Studies may be either exploratory in nature or descriptive, or may be conducted through testing hypothesis. The more sophisticated and rigorous the research design is the greater the time, costs and other resources will be expended on the study.

➤ DESCRIPTIVE RESEARCH

The type of research used in this study is the **Descriptive Research**, which serves the purpose to the fullest extent since the whole portion of the study was focusing on the performance of various mutual fund schemes in the market.

Sources of Data

Primary data

Primary data is employed to collect the data from the respondents and the data are collected with the help of questionnaires.

Questionnaire is a standardized form for collecting information to elicit desired data from the respondents. A questionnaire consists of a set of questions presented to a respondent for his or her answers.

The questionnaire prepared in this study was mainly aimed at personal interview and was contained open, multi-choice questions, dichotomous questions and also checklists.

Questionnaire Development

The structured questionnaire that is circulated to the employees has the following type of questions:

- **CLOSED END QUESTIONS:** This type of questions will have only two choices “Yes” or “No”. The respondents have to select any one of them.
- **MULTIPLE CHOICES QUESTIONS:** This type of questions will have more choices. The respondents have to select any one of the

3.5. Sample Size

For this study 120 members are taken into account. Separate questionnaire was given to each of them. Hence it will be easy for assessing the feedback from them.

Period Of Study

January 2023 – March 2023 (3 MONTHS)

DATA ANALYSIS AND INTERPRETATION

Percentage Analysis

1. APPRAISAL HELPS IN IMPOROVING PERSONNEL SKILL

S.#	Options	# of Respondents	% of Respondents
1	Strongly Agree	33	27
2	Agree	75	63
3	Strongly Disagree	0	0
5	Disagree	6	5
6	Neither agree nor disagree	6	5
7	Total	120	100

INFERENCE

From the above table 63% of them feel performance appraisal improves personnel skills and 27 % of them strongly feel that appraisal system improves personnel skill and 5% of them disagree and the rest neither agrees nor disagrees.

2.PROMOTION BASED ON PERFORMANCE APPRAISAL

S.#	Options	# of Respondents	% of Respondents
1	Strongly Agree	24	20
2	Agree	60	50
3	Strongly Disagree	0	0

5	Disagree	30	25
6	Neither agree nor disagree	6	5
7	Total	120	100

INFERENCE

From the above table it is evident that 50% of them feel promotion is based on appraisal, 20% strongly feel promotion is based on performance appraisal and 25% feel there is no relationship between appraisal and promotion and 5% neither agree nor disagree.

ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (H₀):

There is a significance difference between respondents according to their experience and performance appraisal necessary.

Alternate hypothesis (H₁):

There is no significance difference between respondents according to their experience and performance appraisal necessary.

Descriptives

RESPONDENTS ACCORDING TO THEIR EXPERIENCE

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for		Minimum	Maximum
					Mean			
					Lower Bound	Upper Bound		
Strongly Agree	54	1.00	.000	.000	1.00	1.00	1	1
Agree	63	1.71	.633	.080	1.55	1.87	1	3
Disagree	3	3.00	.000	.000	3.00	3.00	3	3
Total	120	1.43	.631	.058	1.31	1.54	1	3

Test of Homogeneity of Variances

RESPONDENTS ACCORDING TO THEIR EXPERIENCE

Levene Statistic	df1	df2	Sig.
83.650	2	117	.000

ANOVA

RESPONDENTS ACCORDING TO THEIR EXPERIENCE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	22.468	2	11.234	52.877	.000
Within Groups	24.857	117	.212		
Total	47.325	119			

Calculated value = 52.877

Tabulated value = 3.09

$F = F_{cal} > F_{tab} \quad F = 52.877 > 3.09$

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 no significance difference between respondents according to their experience and performance appraisal necessary.

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 improves team work and co-operation in the organization and improves employee motivation.

Alternate hypothesis (H1):

There is negative relationship between improves team work and co-operation in the organization and improves employee motivation.

Correlations		
	IMPROVES TEAM WORK AND CO-OPERATION IN THE ORGANIZATION	IMPROVES EMPLOYEE MOTIVATION
Pearson Correlation	1	.940**
Sig. (2-tailed)		.000

IMPROVES TEAM WORK AND CO-OPERATION IN THE ORGANIZATION	N	120	120
IMPROVES EMPLOYEE MOTIVATION	Pearson Correlation	.940**	1
	Sig. (2-tailed)	.000	
	N	120	120

** . 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= .940

INFERENCE:

Since r is positive, there is positive relationship between improves team work and co-operation in the organization and improves employee motivation.

FINDING

- Most of them are in and around 21 – 30 years of age.
- 45% of the sample size is Post Graduates.
- More than half of the sample size is experienced around 1-5 years and 30% of them ranging from 5 – 10 years.
- The employees are riding high in their self confidence level.
- 98% of employees feel that performance appraisal is necessary for an organization.
- 88% of the sample size feels that the current appraisal system followed in the organization is good.

CONCLUSION

It is true as they say completion of one work leads to another, there is no end for any working process and one among those kinds of jobs is Performance Appraisal. Performance Appraisal is a never ending process, it is essential for personal and professional development. This report is compiled in a very precise manner and has all relevant data gathered from the organization, company website and few other supporting sites.

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