

A STUDY ON EMPLOYEES PERFORMANCE APPRAISAL TOWARDS MULTIVISTA GLOBAL PRIVATE LIMITED

Submitted in partial fulfilment of the requirements for the award of

BACHELOR OF COMMERCE

by

BALAKARTHEESHWAR.R

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SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

CATEGORY-1 UNIVERSITY BY UGC

**Accredited with Grade "A++" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

APRIL - 2024



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **R.BALAKARTHEESHWAR (Register No.41740076)** who carried out the Project report entitled **"A STUDY ON EMPLOYEES PERFORMANCE APPRAISAL TOWARDS MULTIVISTA GLOBAL PRIVATE LIMITED"** under my supervision 3 months from January 2024 to March 2024.

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DECLARATION

I **BALAKARTHEESHWAR.R (Register No. 41740076)**, hereby declare that the Project Report entitled “ **A STUDY ON EMPLOYEES PERFORMANCE APPRAISAL TOWARDS MULTIVISTA GLOBAL PRIVTE LIMITED** “ done by me under the guidance of **Dr.Lavanya M.** is submitted in partial fulfillment of the requirements for the award of Bachelor of commerce

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SIGNATURE OF THE CANDIDATE

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ABSTRACT

This study aims to examine the effectiveness in performance of employees in performance appraisal system. A performance appraisal is known by other terms like employee appraisal, performance review. It is a method by which the job performance of an employee is measured in terms of quality, quantity, cost, behavior and time. It is conducted by self, peers, superior and subordinates. A performance appraisal is a part of measuring, comparing, finding, guiding, correcting and managing career development of the employees. It is about improving performance and ultimate effectiveness of employees. Performance appraisal is a systematic means of ensuring that superiors and their staff meet regularly to discuss past and present performance issues and to agree what future is appropriate on both sides. Employees should be appraised by their immediate Superiors on one-to-one basis. The staff is being appraised when they are encouraged to look ahead to improve effectiveness, utilize strengths, redress weakness and examine how potentials and aspirations should match up. It is the process of gathering, recording information about the relative employees to the organization. Performance appraisal is the study of present achievements and failures, strengths and weakness and suitability for incentives, rewards and recognition, increased promotion or further training. The study is to identify the factors that influence to provide the maximum performance towards organizational development, the awareness level of performance appraisal technique among the employees and to investigate the need and expectation of performance appraisal system in the company. To obtain results simple random sampling method has been used. Data has been collected from 125 respondents. Statistical tools such as Chi square test, Percentage analysis are applied to data collected from 125 respondents. Respondents are satisfied that the existing performance appraisal gives motivation and job satisfaction

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CHAPTER -1

INTRODUCTION

1.1 Introduction

A performance appraisal is a systematic and periodic process that assess an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. All organizations aim at being effective and achieving their goals, in order to do this, it is important to monitor or measure the performance of the employees on a regular basis. Effective monitoring also includes giving timely feedback, reviewing the performance according to pre-determined standards and timely recognition of the accomplishments, that motivates the employee to perform better each day. It is rightly said that, "Encourage people achieve the best; dominated people achieve second best; neglected people achieve the least" as recognition and reward at the right time is the best encouragement. Appraising the performance of individuals, groups and organizations is a common practice of all societies. While in some instances these appraisals processes are structured and formally sanctioned, in other instances they are an informal and integral part of daily activities. Thus, teachers evaluate the performance of students, bankers evaluate the performance of creditors, parents evaluate the behavior of their children, and all of us, consciously or unconsciously evaluate our own actions from time to time. It is a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual) in which the work performance of the subordinate is examined and discussed, with a view to identifying weakness and strength as well as opportunities for improvement and skills development. People differ in their abilities and their aptitudes. There is always some difference between the quality and quantity of the same work on the same job being done by two different people. Performance appraisals of employees are necessary to understand each employee's abilities, competencies and relative merit and worth for the organization. Performance appraisal rates the employees in term of their performance. Performance

appraisal is a method of evaluating the behavior of employees in the workspot, normally including both the quantitative and qualitative aspects of job performance. Performance here refers to the degree of accomplishment of the tasks that make up an individual's job. It indicates how well an individual is fulfilling the job demands. Often the term is confused with effort, but performance is always measured in terms of results and not efforts. A student, for e.g., may exert a great deal of effort while preparing for the examination but may manage to get a poor grade. In this case, the effort expended is high but performance is low. In order to find out whether an employee is worthy of continued employment or not his performance needs to be evaluated from time to time. According to a prominent personality in the field of Human Resources," performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in the matters pertaining to his present job and his potential for a better's job." Performance appraisal is a powerful tool to calibrate, refine and reward the performance of the employee. It helps to analyze his achievements and evaluate his contribution towards the achievements of the overall organizational goals. Performance appraisal is necessary to measure the performance of the employees and the organization to check the progress towards the desired goals and aims. Performance appraisal continues to be a subject of interest and importance to human resource specialists. For decades, performance appraisal has received considerable attention in the literature, from both researchers and PR actioners alike. The latest mantra being followed by organizations across the word is "getting paid according to what you contribute " the focus of the organization is turning to performance management and specifically to individual performance. Performance appraisal helps to the rate the performance of the employees and evaluate their contribution towards the organizational goals.

1.1.1 Concept of Performance Appraisal

Virtually all organizations have some sorts of means of appraising their employees. Performance appraisal is one of the oldest, natural and most universal practices of management. The basic purpose of performance appraisal is to ascertain the behavior of an employee anchored to performance and integrate with the organizational performance. It helps both the employers and employees to understand the responsibility in the organization Performance appraisal system is focused to integrate

the expectations i.e., performance which gives a total clarity between the appraiser and appraisee. It is an instrument to create a conducive atmosphere in the organization. The purpose of any management is to build a very competitive and congenial work culture, which builds healthy competition, gives a sense of achievement to the employees and the stakeholders. Performance appraisal system is the right instrument that plays a vital role directly or indirectly in achieving the above. It improves the interpersonal relationship among the employees and employers in the organization. It reflects an evaluative judgement of the traits, characteristics and the work performance of the employees on jobs. It is a continuous process to reach the desirous goal of not only the organization but also the employees. Performance appraisal may be defined as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview in which the work performance of the subordinate is examined and discussed, with a view to identifying weakness and strengths as well as opportunities for improvement and skills development. Performance appraisal system is used to evaluate the traits or qualities of an employee systematically at regular intervals. Adequate and ample opportunities are provided to the employees to enable them to the maximum utilization of their strong qualities. Thus, performance appraisal plays a vital role such as “unity in diversity” in the utilization of organization. It contributes indirectly to the growth of GDP and per capita income through the development of employee as well as organization. It is the powerful instrument of the Human Resource personnel to take right decisions with respect to labor turnover and other related aspects. It helps the organization in the ‘R’ process like Recruitment, Retention and Retirement. Performance Management is a new HR management model that takes away the management from command-and-control approach to a facilitation model of leadership. This shift in style has emerged from the realization that is very critical for the employees and the business to relate the work performance of employees to the long-term goals and mission of the organization as a whole. The process of PM provides an opportunity for the managers to discuss the developmental goals of the organization with the employees and jointly draw a path to achieve those goals. Such a collaborative approach fosters ownership among the employees at the level where the work is done for the chosen path and to that extent it makes achievement of goals simple.

1.1.2 Observing Employee Performance

Observing employee's performance and providing objective behavioral feedback about it should be a routine part of the performance management process. Feedback should be based on observed, factual, specific work-related behaviors, actions, statements, results and working relationships. Effective feedback helps the employee sustain good performance, develop new skills and improve performance when necessary. As a part of PM, managers must constantly observe the work performance and provide appropriate feedback to an employee. Feedback should be based on the observed work-related behavior. Such observation of employee behavior and the results of performance enable the management to identify the shortcomings and facilitate an employee to be successful at the job by continuously developing the skills, knowledge and competency. Wherever a manager cannot directly observe an employee's performance it is desirable to put in place a process that enables the management to know how they are functioning from time to time. The most critical part of PM is assessing, summarizing and developing the work performance of an employee. It is essential that every employee enjoys the benefit of looking at his performance appraisal at least once in a year. A manager should analyze the performance of the employee objectively against the set standards. It is desirable for the manager to meet and discuss with the employee about the appraisal process extent it enhance the employees acceptance of the outcome. The manager has to review the draft of the performance appraised form and supporting comments with the concerned employee. Here it makes sense to discuss the employee's strengths first; covering each point in detail, for it sets a positive tone to start the discussion. Identifying the functional areas requiring improvement is to be accomplished. Performance manager and the concerned employee must mutually identify areas in which education, training or their development opportunities are needed and design a strategy for developing skills and knowledge of the employee. Discussion with the employees, the steps to be taken by them to accomplish self-development goals, as well as how the department will help them to arrive at an agreement to be done. It always makes sense for managers to meet employees for such discussion in private.

1.1.3 Process of Performance Appraisal

The performance appraisal process has been used as a deciding factor for career development, and in most cases, the promotions and salary raise are directly dependent on it. If an employee manages to garner higher ratings, it indicates better performance by the employee and thus better growth of the organization. In case employee gets lower ratings, the organization can then help him to improve his performance by offering him training to improve his skills and knowledge. More and more organizations are leaning in favour of conducting a performance appraisal process because it will help them to accomplish the business goals at a faster pace. The performance appraisal process should be calculated over some time so that both the employer and employee can have a better idea about his performance on an annual basis. The performance appraisal process is a formal interaction between an employee and his manager that takes the form of a structured interview to examine and discuss strengths and weakness. This is undertaken to improve current skills and knowledge and offer further opportunities for improvement, development and growth. Performance appraisal is the process of evaluating manager's performance, aptitudes and other qualities necessary for successfully carrying out job. It is often linked with the compensation and development plans of the organization. Performance appraisals perform three important functions within companies. They provide feedback to a person on their overall contribution for a period. They identify development needs and opportunities for improvement. They help inform salary and bonus reviews. A systematic performance appraisal goes through different steps. The steps are: - Establishing performance standards, Communicating the standards, determining who will conduct the appraisal, Measuring the actual performance, Communicating the concerned employee, Taking corrective actions. Performance appraisal can be undertaken either on informal basis or on formal and systematic basis. In comparatively smaller organizations, appraisal, either based on traits or performance or a combination of both, is done informally through the observation of concerned employees. In larger organizations, appraisal has to be more systematic and formal as it reveals various types of information which can be used for variety of purposes. A systematic performance appraisal goes through different steps

1.2 INDUSTRY PROFILE

1.2.1 Overview of Printing Industry:

The printing industry encompasses a wide range of services related to the reproduction of text and images on various substrates, including paper, plastic, and fabric.

Printing companies play a vital role in producing marketing materials, packaging, publications, signage, and other printed products for businesses, organizations, and individuals.

The industry is characterized by its diversity, with companies offering a variety of printing methods, including offset printing, digital printing, flexography, and screen printing.

Technological advancements, changing consumer preferences, and environmental considerations shape the landscape of the printing industry.

1.2.2 Market Trends and Dynamics:

Industry trends: Increasing demand for personalized and customized printing solutions, growth of digital printing technologies, adoption of sustainable printing practices, expansion of online printing services.

Market dynamics: Intense competition, pricing pressures, consolidation through mergers and acquisitions, evolving regulatory requirements, shifts in consumer behavior and preferences.

Emerging opportunities: Niche markets such as 3D printing, specialty printing services, packaging solutions, and value-added services like graphic design and fulfillment services.

1.2.3 Key Players:

The printing industry comprises a diverse mix of large-scale commercial printers, small and medium-sized enterprises (SMEs), and specialized niche players.

Major players often operate on a national or global scale, offering a wide range of printing services to clients across various industries.

SMEs and boutique printing firms cater to niche markets or specialize in specific printing techniques, materials, or applications.

Competition among key players is driven by factors such as price, quality, innovation, and customer service.

1.2.4 Printing Technologies:

Offset printing: Traditional printing method that utilizes plates and rollers to transfer ink onto paper, ideal for high-volume printing jobs with consistent quality.

Digital printing: On-demand printing method that directly transfers digital files to print substrates, enabling customization, short print runs, and variable data printing.

Flexography: Flexible relief printing process commonly used for packaging materials, labels, and corrugated cardboard, offering high-speed production and versatility.

Screen printing: Technique that involves passing ink through a mesh screen onto the substrate, suitable for printing on various surfaces, including textiles, ceramics, and plastics.

- **Market Segments:**

Commercial printing: Services include brochures, business cards, flyers, catalogs, and promotional materials for businesses, advertisers, and marketing agencies.

Publishing: Production of books, magazines, newspapers, and periodicals for publishers, authors, educational institutions, and media organizations.

Packaging: Printing of packaging materials such as labels, cartons, wrappers, and flexible packaging for consumer goods, food and beverage, pharmaceuticals, and cosmetics.

Specialty printing: Customized printing services for niche markets, including signage, decals, banners, apparel, promotional products, and personalized gifts.

1.2.5 Industry Challenges:

Technological disruptions: Adoption of digital printing technologies and online printing services challenge traditional printing methods and business models.

Environmental concerns: Pressure to reduce waste, energy consumption, and emissions drives the adoption of sustainable printing practices and eco-friendly materials.

Economic factors: Fluctuations in raw material prices, labor costs, and economic conditions impact printing companies' profitability and competitiveness.

Digitalization: Shift towards digital media and electronic communication reduces demand for printed materials in some market segments, requiring printing companies to diversify their offerings and adapt to changing customer needs.

1.2.6 Technological Advancements:

Rapid advancements in printing technology continue to revolutionize the industry, enhancing efficiency, quality, and versatility.

Automation and digitization have streamlined production processes, reduced turnaround times and increasing output volumes.

Innovations such as 3D printing, nanotechnology, and augmented reality are expanding the possibilities for printing applications in industries such as healthcare, automotive, aerospace, and architecture.

Integration of cloud-based printing solutions, web-to-print platforms, and remote printing capabilities offer convenience and accessibility to customers worldwide.

Investment in cutting-edge equipment, software, and workflow solutions allows printing companies to stay competitive and meet the evolving demands of clients.

- **Global Market Dynamics:**

The printing industry operates in a globalized marketplace, with companies competing on a regional, national, and international scale.

Globalization has facilitated the outsourcing of printing services, with companies seeking cost-effective solutions and access to diverse capabilities.

Emerging markets in Asia-Pacific, Latin America, and Africa present opportunities for growth due to increasing demand for printed materials and expanding consumer markets.

Trade agreements, tariffs, and geopolitical factors influence the flow of printing-related goods and services, impacting market dynamics and supply chains.

Collaboration and partnerships between printing companies across borders facilitate knowledge exchange, resource sharing, and market expansion strategies.

1.2.7 Environmental Sustainability:

Sustainability is a key focus area for the printing industry, driven by consumer demand for eco-friendly products and regulatory pressures to reduce environmental impact.

Printing companies are implementing sustainable practices such as using eco-friendly inks, recycled paper, energy-efficient equipment, and waste reduction strategies.

Certifications such as Forest Stewardship Council (FSC) and Sustainable Green Printing Partnership (SGP) validate companies' commitment to environmental stewardship.

Adoption of green printing initiatives, carbon offset programs, and renewable energy sources contribute to reducing the industry's carbon footprint and promoting corporate responsibility.

Environmental awareness and sustainability considerations are increasingly integrated into the procurement decisions of customers, influencing printing companies' sustainability strategies and competitive positioning.

- **Industry Associations and Standards:**

Industry associations play a vital role in representing the interests of printing companies, advocating for industry-wide standards, and promoting collaboration and knowledge-sharing.

Organizations such as Printing Industries of America (PIA), International Printers Network (IPN), and World Association of Newspapers and News Publishers (WANIFRA) provide resources, training, and networking opportunities for industry professionals.

Standards and certifications ensure quality, consistency, and compliance with industry best practices. Examples include ISO 9001 for quality management systems, ISO 14001 for environmental management systems, and ISO 12647 for color management.

- **Outlook:**

The printing industry is poised for continued evolution and innovation, driven by technological advancements, changing consumer behaviors, and market dynamics.

Digitalization and automation will further reshape production processes, enabling greater customization, personalization, and on-demand printing capabilities.

Sustainability will remain a key priority, with printing companies investing in ecofriendly practices, materials, and technologies to meet regulatory requirements and consumer expectations.

Collaboration, diversification, and differentiation will be essential strategies for printing companies to thrive in a competitive marketplace and capitalize on emerging opportunities.

Continued investment in research and development, talent development, and strategic partnerships will position printing companies for long-term success and growth in a dynamic and evolving industry landscape.

1.3 COMPANY PROFILE

1.3.1 Overview of Multivista Global Pvt Ltd:

Multivista Global Pvt Ltd is a leading player in the print solutions sector, specializing in the production of books.

The company caters to a diverse clientele, with a primary focus on foreign colleges and prestigious institutions such as the University of Oxford and the University of Cambridge.

With a workforce of 250 employees, Multivista Global Pvt Ltd operates with a commitment to quality, innovation, and customer satisfaction.

1.3.2 Technological Advancements:

Multivista Global Pvt Ltd stays at the forefront of technological advancements in the printing industry.

The company invests in state-of-the-art printing equipment and software to enhance efficiency, productivity, and print quality.

Technologies such as digital printing, variable data printing, and automated finishing processes enable Multivista to offer innovative solutions to its customers.

Continuous research and development efforts ensure that the company remains competitive and adaptable to evolving market trends.

1.3.3 Quality Assurance and Compliance:

Multivista Global Pvt Ltd adheres to stringent quality assurance standards to maintain the highest levels of print quality and accuracy.

The company follows established quality management systems and certifications, ensuring compliance with international printing standards and regulations.

Quality control measures are implemented at every stage of the production process, from prepress to printing and finishing, to ensure consistency and customer satisfaction.

Multivista's commitment to quality and compliance underscores its reputation as a trusted printing partner for discerning clients.

- **Customer-Centric Approach:**

Multivista Global Pvt Ltd places a strong emphasis on understanding and fulfilling the unique needs of its customers.

The company works closely with clients to provide personalized printing solutions tailored to their specific requirements, preferences, and timelines.

Customer feedback and collaboration are integral to Multivista's approach, fostering long-term relationships and loyalty.

Multivista's customer-centric philosophy drives its dedication to delivering superior products and services that exceed client expectations.

- **Sustainability Initiatives:**

Recognizing the importance of environmental sustainability, Multivista Global Pvt Ltd integrates eco-friendly practices into its operations.

The company adopts sustainable printing materials, inks, and processes to minimize its ecological footprint and promote environmental responsibility.

Waste reduction, energy efficiency, and recycling programs are implemented throughout the production cycle to minimize environmental impact.

Multivista's sustainability initiatives align with the growing demand for eco-conscious printing solutions and demonstrate its commitment to corporate social responsibility.

1.3.4 Market Expansion Strategies:

Multivista Global Pvt Ltd pursues strategic initiatives to expand its market presence and reach new customers.

The company explores opportunities for diversification, such as expanding product offerings beyond books into related print materials or complementary services.

Market research and analysis inform Multivista's expansion strategies, enabling targeted marketing efforts and effective penetration into new market segments.

Collaboration with industry partners, participation in trade shows, and investment in marketing and promotional activities support Multivista's growth objectives.

- **Sector: Print Solutions:**

The print solutions sector involves the production and distribution of printed materials, including books, magazines, and educational materials.

Multivista Global Pvt Ltd occupies a significant position within this sector, offering comprehensive printing solutions tailored to the needs of educational institutions and publishers.

The sector is characterized by its reliance on advanced printing technologies, stringent quality standards, and the ability to meet tight deadlines.

1.3.5 Major Products:

Books: Multivista Global Pvt Ltd specializes in the printing of books, encompassing various genres and academic disciplines.

The company's product range includes textbooks, academic publications, research journals, and other educational materials.

Each product is manufactured with precision and attention to detail, reflecting the company's commitment to excellence.

1.3.6 Major Customers:

Multivista Global Pvt Ltd primarily serves foreign colleges and prestigious educational institutions, including the University of Oxford and the University of Cambridge.

These institutions rely on Multivista's expertise to produce high-quality educational materials that meet their academic standards and specifications.

The company's reputation for reliability, professionalism, and superior quality has earned it the trust of its major customers.

- **Export Points:**

Multivista Global Pvt Ltd operates export hubs in Chennai and Mumbai, strategically located to facilitate efficient shipping and distribution of printed materials.

Chennai and Mumbai serve as key export points, providing access to major transportation networks and international shipping routes.

The company's export operations are vital to its global presence and its ability to serve international clients effectively.

- **Industry Trends and Challenges:**

Industry trends: Increasing demand for customized printing solutions, adoption of digital printing technologies, emphasis on sustainable practices.

Challenges: Intense competition, pricing pressures, technological advancements, changing customer preferences, supply chain disruptions.

1.4 NEED FOR THE STUDY

- Performance appraisals are a regular view of employee's performance with in organization.
- To help the superior to have a proper understanding about their subordinates.
- To ensure organizational effectiveness through correcting the employee for standard and improved performance and suggesting the changes in employee behavior
- It provides information about the performance ranks.

1.5 SCOPE OF THE STUDY

- The main aim of the study is to find out the effectiveness of performance appraisal
- The study has been conducted with respect to performance appraisal system existing in the organization which is useful to know the strength and weakness of the employees.

- This study helps to know the level of importance of appraisal system.
- The sample size is 125.

1.6 OBJECTIVES OF THE STUDY

1.6.1 Primary Objective

- To identify the effectiveness of existing performance appraisal system in printing industry

1.6.2 Secondary Objective

- To identify the factors that influence to provide the maximum performance towards organizational development.
- To identify the awareness level of performance appraisal technique among the employees.

1.7 LIMITATIONS OF THE STUDY:

Some of the respondents can hide the real information.

- Some of the respondents could not give their proper response due to lack of time

Some of the respondents avoid to fill the form.

- A sample size cannot always represent the whole population.

CHAPTER – 2

REVIEW OF LITERATURE

2.1 INTRODUCTION

A literature review surveys scholarly articles, books, dissertations, conference proceedings and other resources which are relevant to a particular issue, area of research, or theory and provides context for a dissertation by identifying past research. Research tells a story and the existing literature helps us to identify where we are in the story currently. It is up to those writing a dissertation to continue that story with new research and new perspectives but they must first be familiar with the story before they can move forward.

- **A. Bhurtel & EK. Adhikari. (2016).** Performance Appraisal for Employee Development: Exploring Perceptions of Supervisors. International Journal of Social Sciences and Management, 3 (2), 93-101.
- **Aswathappa k. (1997).** Human Resources and Personnel Management. Tata Mc. Graw-Hill Publishing company limited, New Delhi.
- **Bhagoliwala, T.N., (2001)** Personal Management and Industrial Relations, Sahitya Bhavan, Agra.
- **Edwin B. Flippo,(1976)** Principles of Personal Management, Mc. Graw Hill, New York.
- **L.M. Prasad, (2005),** Principles and Practices of Management Sultan Chand & Sons Educational Publishers, New Delhi.
- **Wanna et al (1992)** defines the objective of staff appraisals as “to improve planning and service delivery at the general level but also to provide feedback to individual officers”.
- **Cherry (1993)** however sees the appraisal process as fundamental to the success of organizational change initiatives citing the work of the “powerful formative effects of the organizational power structure, on the workforce skill profiles and in corporate culture”.

- **Blanchard et al (1994)** discusses the fact that leadership style is the pattern of behaviors you use with others as perceived by them. The critical part being that it is how others perceive your behaviors that determine your leadership style and that this perception will be based on how you communicate.
- **Wiese. D, Buckley. R (1998)** The performance appraisal process has been the focus of much researcher and practitioner attention. In spite of this attention, methods used in performance appraisal are generally ineffective in increasing the quality of performance appraisal processes. Thus, while performance appraisal processes have evolved, progress has been less.
- **Cole. DJ (2000)** says this type of appraisal involves assessment of an employee's performance in some systematic and planned way. It serves to determine how well an employee is working and decides on ways to improve performance. It therefore calls for an intermediate feedback in order to be effective.
- **Pettit John. P et al (2001)** identify participation and perceptions of fairness as integral to employees' perceptions of job satisfaction and organizational commitment. They conclude that performance Appraisal Systems can be used to actually improve employees' levels of job satisfaction, organizational commitment, and work motivation.
- **Moulder (2001)** states that performance appraisals are valued for defining expectations and measuring the extent to which expectations are met. She goes on to state the appraisals can make clear to employees where they are having success and where they need to improve performance. Moulder indicates that appraisals are useful in setting goals and in fostering improved communications among work groups and between employees and supervisors.
- **Rees. D, Potter. C (2003)**, define 360-degree appraisal as a process that involves the key people in a person's network of working relationships making assessments of a person's performance. The subordinate being appraised is then given structured feedback, this may involve feedback from subordinates and any key outside parties, if it is practicable.

- **Fletcher. C (2004)** believes that the general aims of performance appraisal also include motivating staff, succession planning and identifying potential, promoting manager subordinate dialogue and formal assessment of unsatisfactory performance. However, Khan (2007) states that the fundamental objective of performance appraisal is to facilitate management in carrying out administrative decisions relating to promotions, firings, layoffs and pay increases.
- **Hartog. D et, al (2004)**, Performance management deals with the challenge organizations face in defining, measuring, and stimulating employee performance with the ultimate goal of improving organizational performance. Thus, performance management involves multiple levels of analysis and is clearly linked to the topics studied in strategic human resource management (HRM) as well as performance appraisal
- **ICMA (2005)** states that almost all employees are eager to know how well they are doing their jobs, but many dreads the meetings in which their performance is to be discussed.
- **Armstrong. M, and Baron. A (2005)** define performance management as ‘a process which contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance. As such, it establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that is achieved.’
- **According to Angelo S Denisi and Robert D Pritchard (2006)** “performance appraisal “is a discrete, formal, organizationally sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and criteria that are used in evaluation process.
- **Lilan, Mathooko & Sitali (2011)** The information gathered and performance appraisal provide basis for recruitment and selection, training and development of existing staff, motivating and maintain a quality human resource through correct and proper rewarding of their performance.
- **Bipono. M et al (2014)** performance management system enabled the majority of public servants to plan, monitor and account for their performance organizes

culture affected the implementation of PMS negativity as some of the leasers did not understand the system and thus were not able to guide their subordinates towards realizing the goals of the system. In addition, the study observed that some supervisors use Performance Management System as a punitive tool and deserving employees were not fully rewarded, something that demotivates employees

CHAPTER- 3

3.1 Research Design:

- The research design stands for the advance planning of the methods to be adapted for collecting the relevant data and techniques to be used in the analysis. The study sample size is 125 workers working at multivista global pvt.

3.2 Sampling Techniques:

- The sampling method used in this research is Convenient Sampling technique. The sample size is 125.

3.3 Sources of data

- For the purpose of study primary data and secondary data have been collected.
- Primary data collected through survey and secondary data from literature review.

3.4 Structure of Questionnaire

The questionnaire has been framed and circulated to collect primary data. The questionnaire contains

- Direct questions
- Close end questions
- Multiple choice questions

3.5 Sample size:

The sampling method used in this research is Convenient Sampling technique. The sample size is 125.

3.6 Period of study:

The period of study was from February 2024 to march 2024.

3.7 Analytical Tools:

- Pie chars
- Bar charts
- Chi square test
- ANOVA

CHAPTER – 4 DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

Table 4.1.1: Table Showing the gender of respondents

Gender	No.of. Respondents	Percentage
Male	125	100%
Female	0	0%
Total	125	100%

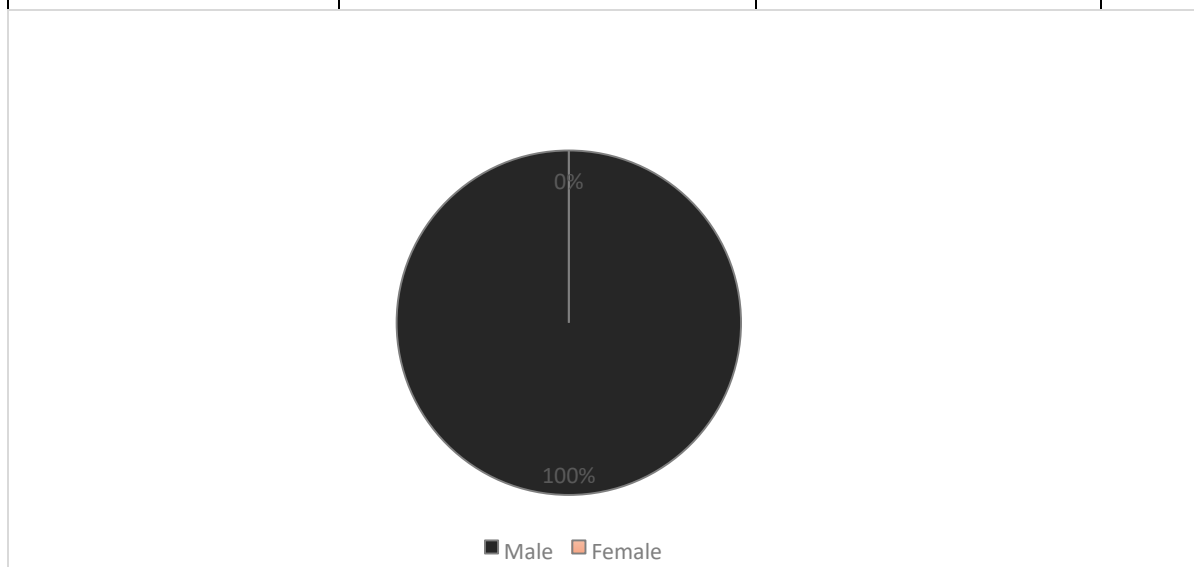


Chart 4.1.1: chart Representing the gender of respondents

INTERPRETATION: From the above table it is interpreted that 88% of the respondents are Male, 18% of the respondents are Female.

Table 4.1.2: Table Showing the age of respondents

Year	No. of Respondents	Percentage
18-25 years	44	35.2%
26-35 years	61	48.8%
36-45 years	18	35.2%
46-55 years	2	2%
56 above	0	0
Total	125	100%

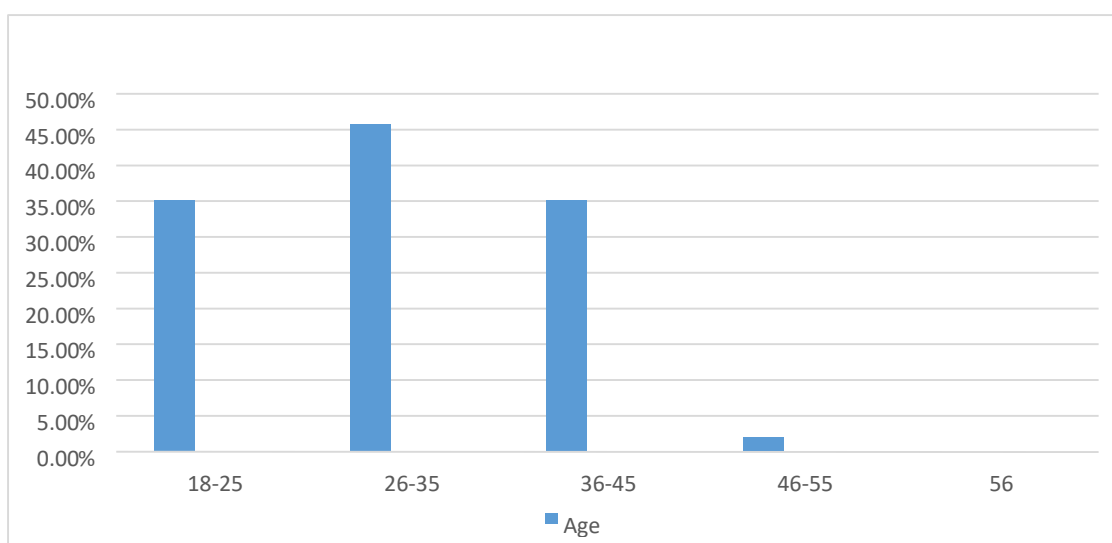


Chart 4.1.2: chart Representing the age of respondents

INTERPRETATION: From the above table it is interpreted that 35.2% of the respondents are 18 – 25 years old, 48.8% of the respondents are 26 – 35 years old, 35.2% of the respondents are 36-45 years old 2% of the respondents are 46-55 years old.

Table 4.1.3: Table Showing the Educational qualifications of respondent

Qualification	No. of Respondents	Percentage
High school or diploma	13	10.4%
Bachelor's degree	85	68%
Master degree	19	15.2%
Doctorate or PH. D	4	3.2%
Other	4	3.2%
Total	125	100%

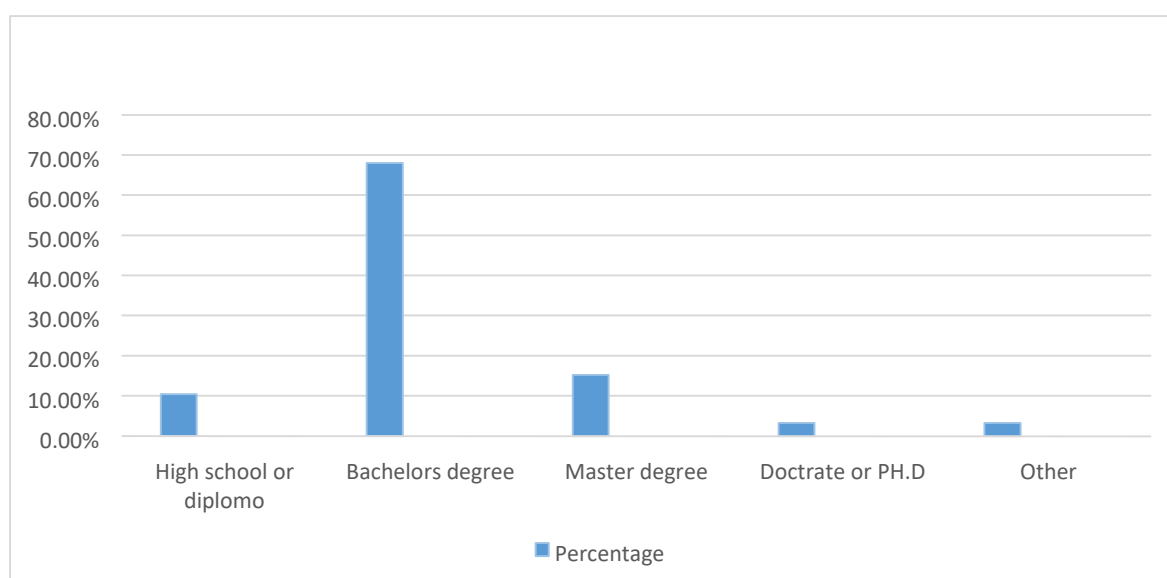


Chart 4.1.3: chart Representing the Educational qualifications of respondent

INTERPRETATION: From the above table it is interpreted that 10.40% of the responded as High school or diploma 68% of the responded as Bachelor's degree 15.20% of the responded as Master degree 3.20% of the responded as Doctorate or PH. D 3.20% of the responded as Other

Table 4.1.4: Table Showing the employee's performance goals clear and welldefined

particulars	No. of Respondents	Percentage
Strongly Agree	29	23.2%
Agree	60	48%
Neutral	23	18.4%
Disagree	8	6.4%
Strongly disagree	5	4%
Total	125	100%

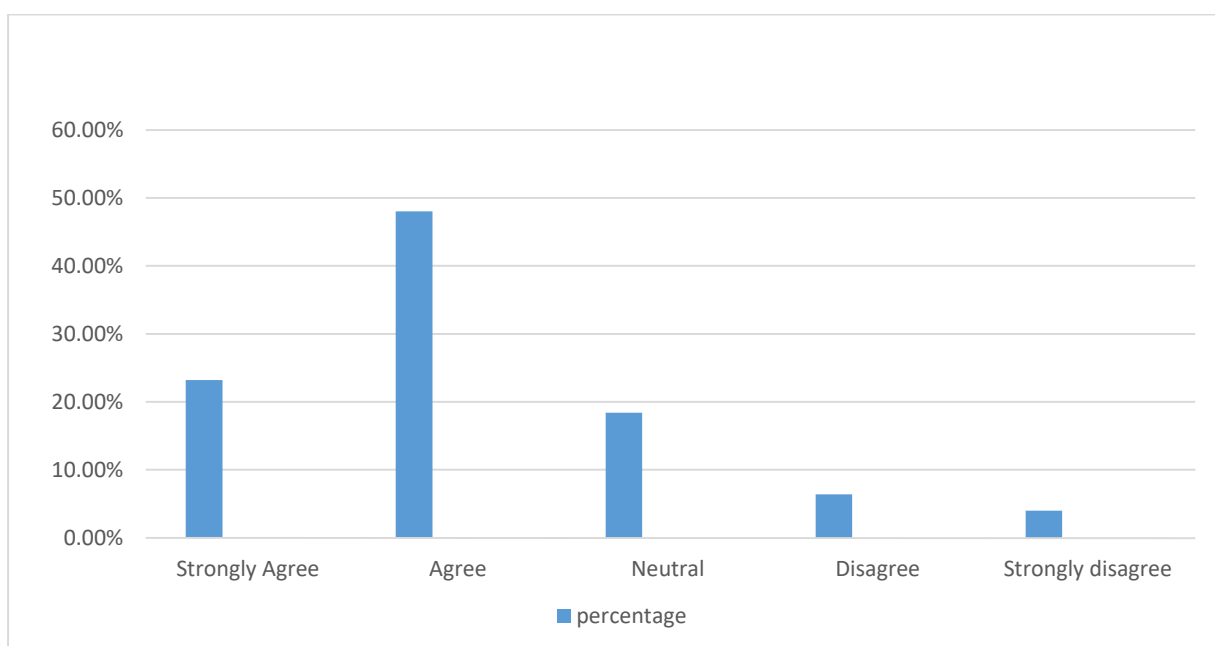


chart 4.1.4: chat Representing the Were the employee's performance goals clear and welldefined

INTERPRETATION: From the above table it is interpreted that 48% of the respondents are agree 18% of the respondents are neutral, 23% of the respondents are Strongly Agree, 7% of the respondents are Disagree and 4% of the respondents are Strongly disagree

Table 4.1.5: Table Showing the how would you rate the quality of your work over the past year

particulars	No. of Respondents	Percentage
Excellent	32	25.6%
Good	59	47.2%
Satisfactory	24	19.2%
Poor	4	3.2%
Needs Improvement	6	4.8%
TOTAL	125	100%

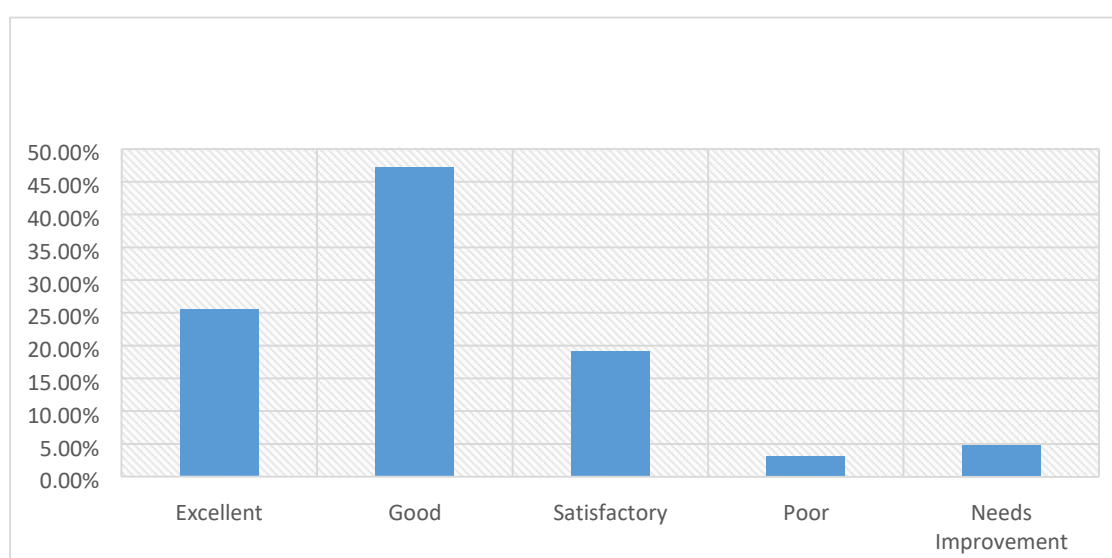


Chart 4.1.5: chart representing the how would you rate the quality of your work over the past year

INTERPRETATION: From the above table it is interpreted that 47.20% of the respondents are good 25.60% of the respondents are excellent, 19.20% of the respondents are satisfactory, 4.80% of the respondents are Needs Improvement and 3.20% of the respondents are poor

Table 4.1.6: Table Showing the how would you describe your level of collaboration with team members

particulars	No. of Respondents	Percentage
Very satisfied	38	30.4%
Satisfied	52	41.6%
Neutral	21	16.8%
Dissatisfied	9	7.2%
Very dissatisfied	5	4%
TOTAL	125	100%

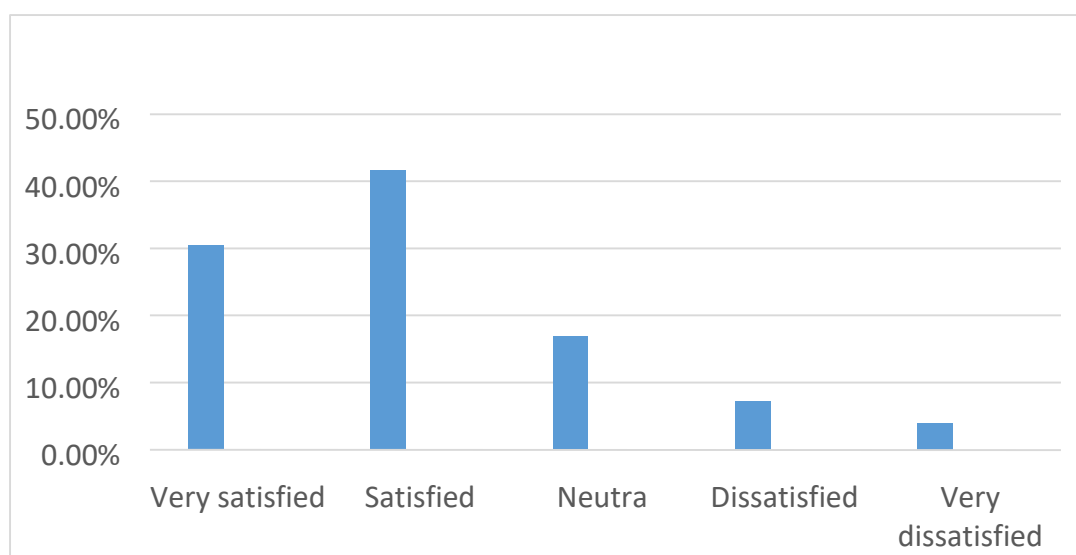


Chart 4.1.6: chat Representing the how would you describe your level of collaboration with team members

INTERPRETATION: From the above table it is interpreted that 58% of the respondents are satisfied that level of performance appraisal to induce the manpower for better outcome, 22% of the respondents are neutral, 18% of the respondents are highly satisfied, 1% of the respondents are dissatisfied and 1% of the respondents are highly dissatisfied

Table 4.1.7: Table Showing the how satisfied are you with yours job overall

Particulars	No. of Respondents	Percentage
Very satisfied	39	31.2%
Satisfied	48	38.4%
Neutral	25	20%
Dissatisfied	11	8.8%
Very dissatisfied	2	1.6%
Total	125	100%

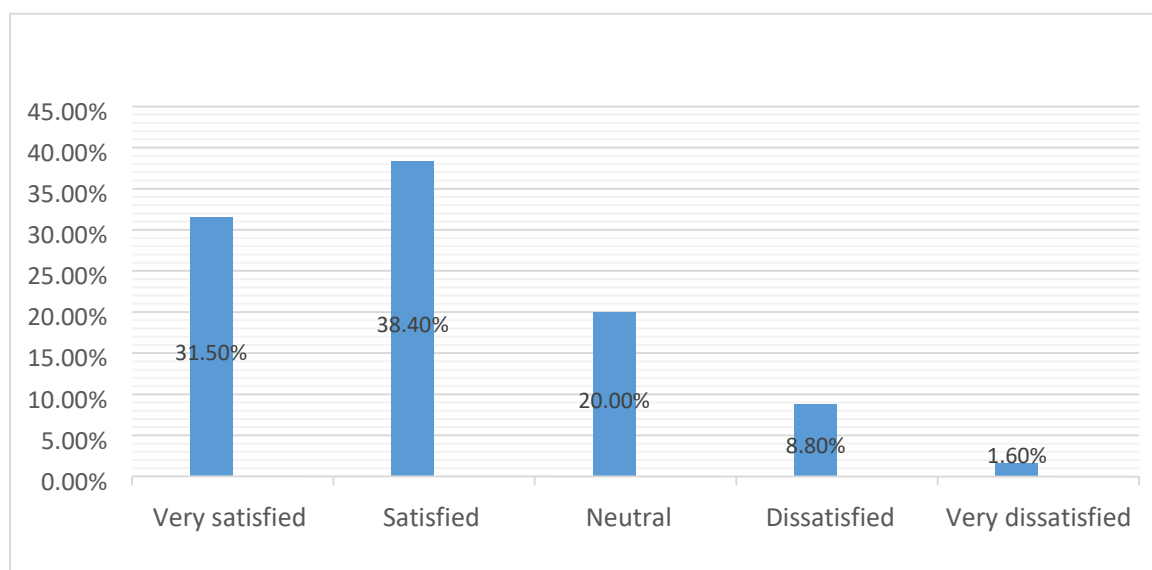


Chart 4.1.7: chat Representing the how satisfied are you with yours job overall

INTERPRETATION: From the above table it is interpreted that 38.4% of the respondents are satisfied, 31.2% of the respondents are highly satisfied, 20% of the respondents are Neutral, 8.8% of the respondents are dissatisfied and 1.60% of the respondents are very dissatisfied

Table 4.1.8: Table Showing the Is the top-level management partial in Performance Appraisal

particulars	No. of Respondents	Percentage
Strongly Agree	6	4.8%
Agree	16	12.8%
Neutral	31	24.8%
Disagree	41	32.8%
Strongly disagree	31	24.8%
TOTAL	125	100%

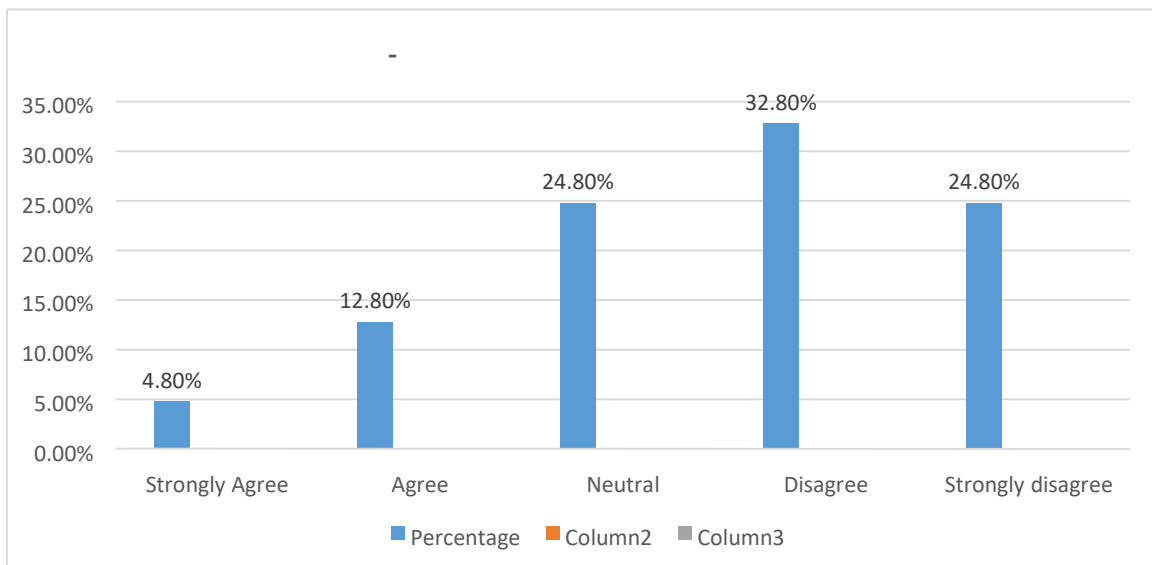


Chart 4.1.8: chat Representing the Is the top-level management partial in Performance Appraisal

INTERPRETATION: From the above table it is interpreted that 32.8% of the respondents are agree 24.8% of the respondents are neutral, 24.8% of the respondents are Strongly Agree, 13% of the respondents are Disagree and 4.8% of the respondents are Strongly disagree

Table 4.1.9: Table Showing the do you think performance appraisal helps to improve the work of the Employees

particulars	No. of Respondents	Percentage
Strongly agree	33	26.40%
Agree	43	34.4%
Neutral	27	21.6%
Disagree	12	9.6%
Strongly disagree	8	8%
TOTAL	125	100%

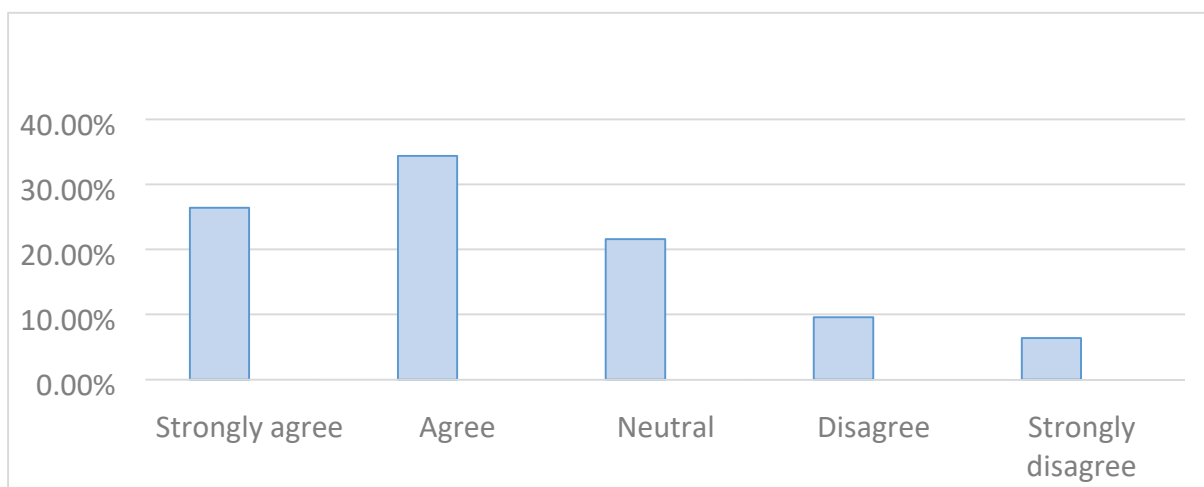


Chart 4.1.9: chat Representing the the do you think performance appraisal helps to improve the work of the Employees

INTERPRETATION: From the above table it is interpreted that 34.40% of the respondents are agree 21.60% of the respondents are neutral, 26.40% of the respondents are Strongly Agree, 9.60% of the respondents are Disagree and 6.40% of the respondents are Strongly disagree

Table 4.1.10: Table Showing the how often do you receive feedback on your performance

particulars	No. of Respondents	Percentage
Always	43	34.40%
Frequently	48	38.40%
Occasionally	24	19.20%
Rarely	10	8%
TOTAL	125	100%

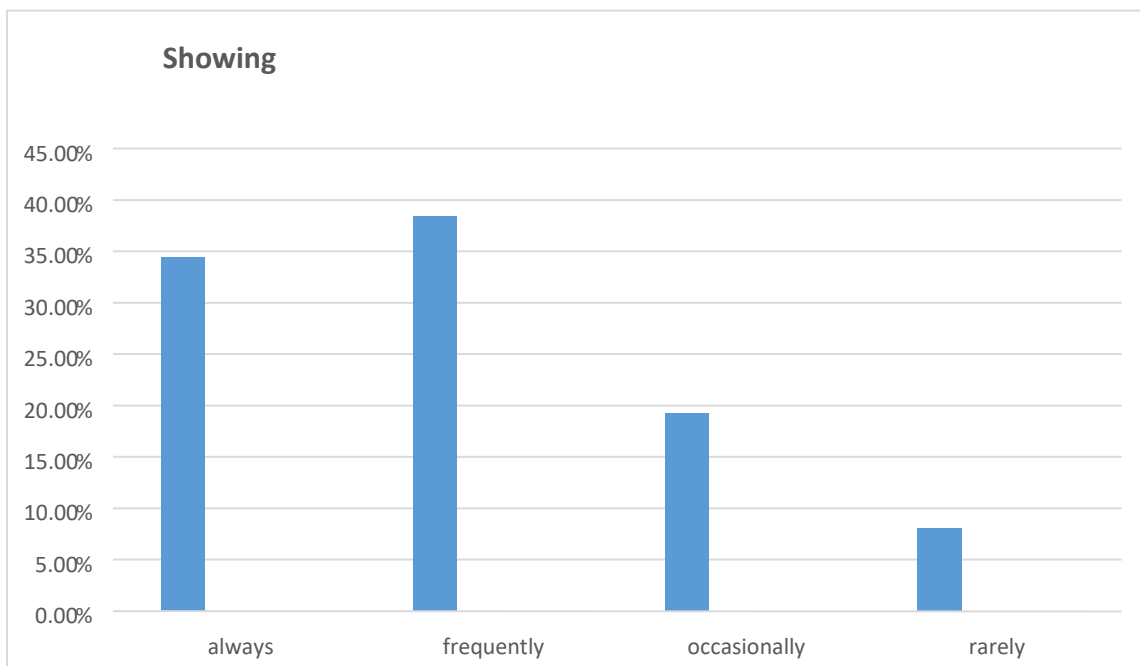


Chart 4.1.10: Showing how often do you receive feedback on your performance

INTERPRETATION: From the above table it is interpreted that 38.40% of the respondents are Frequently 34.40% of the respondents are Always, 19.20% of the respondents are Occasionally, 8% of the respondents are Rarely

Table 4.1.11: Table Showing the how often do you participate in any training and development program during the past year

particulars	No. of Respondents	Percentage
Always	41	32.80%
Very offend	40	32%
Sometimes	29	23.20%
Rarely	15	12%
Never	0	0
TOTAL	125	100%

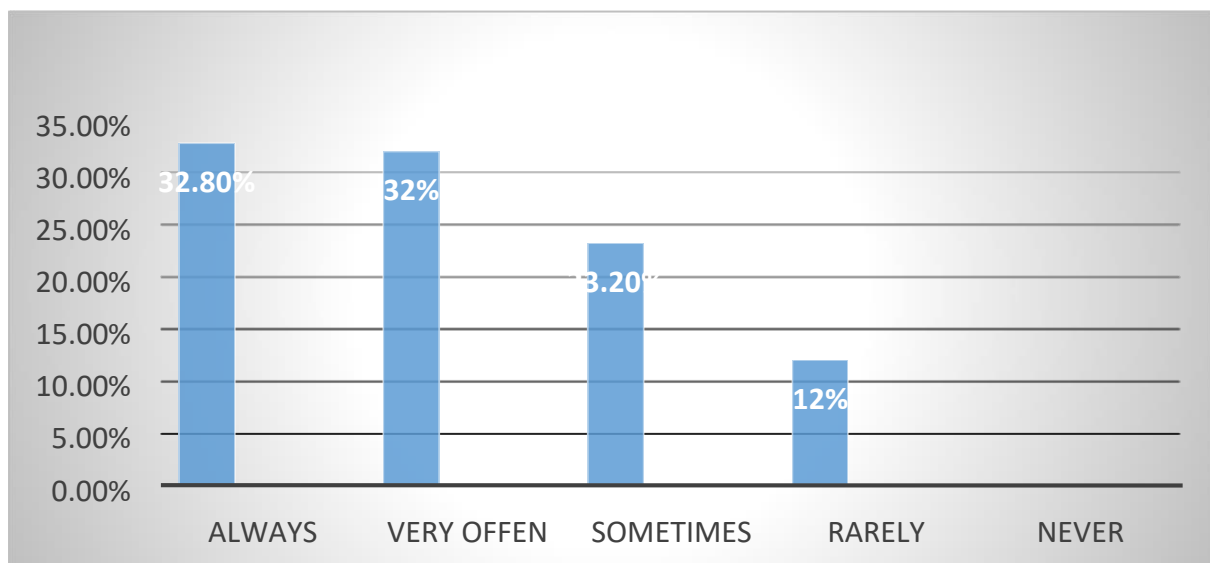


Chart 4.1.11: Showing how often do you participate in any training and development program during the past year

INTERPRETATION: From the above table it is interpreted that 32.80% of the respondents are always 32% of the respondents are very offend, 23.20% of the respondents are Occasionally, 12% of the respondents are Rarely

INFERENCE: Majority (32.80%) of the respondents are in the always

Table 4.1.12 Table Showing the promotions strictly based on the Performance of the employees

particulars	No. of Respondents	Percentage
Strongly agree	44	35.20%
Agree	36	28.80%
Neutral	29	23.20%
Disagree	13	10.40%
Strongly disagree	3	2.40%
TOTAL	125	100%

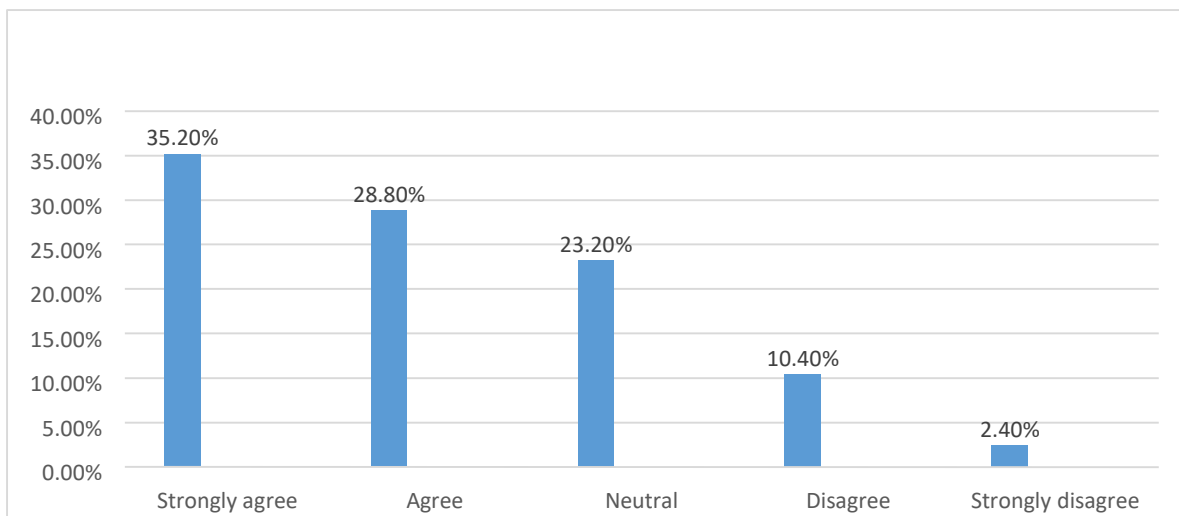


Chart 4.1.12: chart Representing the promotions strictly based on the Performance of the employees

INTERPRETATION: From the above table it is interpreted that 35.20% of the respondents are Strongly agree 28.80% of the respondents are Agree, 23.20% of the respondents are Neutral, 10.4% of the respondents are Disagree and 2.40% of the respondents are Strongly disagree

Table 4.1.13 Table Showing the your leadership and interpersonal skills are developed during the Performance Management System

particulars	No. of Respondents	Percentage
Strongly agree	48	38.40%
Agree	40	32%
Neutral	23	18.40%
Disagree	11	8.80%
Strongly disagree	3	2.40%
TOTAL	125	100%

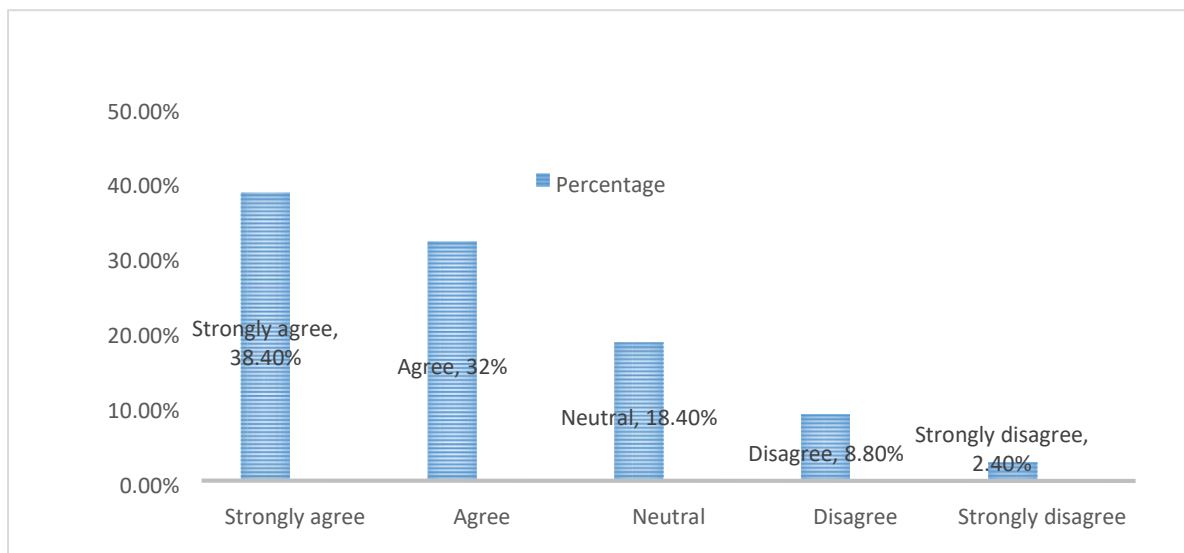


Chart 4.1.13: : chart Representing the think your leadership and interpersonal skills are developed during the Performance Management System

INTERPRETATION: From the above table it is interpreted that 38.40% of the respondents are Strongly agree 32% of the respondents are Agree, 18.40% of the respondents are Neutral, 8.80% of the respondents are Disagree and 2.40% of the respondents are Strongly disagree

Table 4.1.14 Table Showing the think that the performance of employees improves after the process of performance appraisal

particulars	No. of Respondents	Percentage
Strongly agree	49	39.20%
Agree	32	25.60%
Neutral	27	21.60%
Disagree	12	9.60%
Strongly disagree	5	4%
TOTAL	125	100%

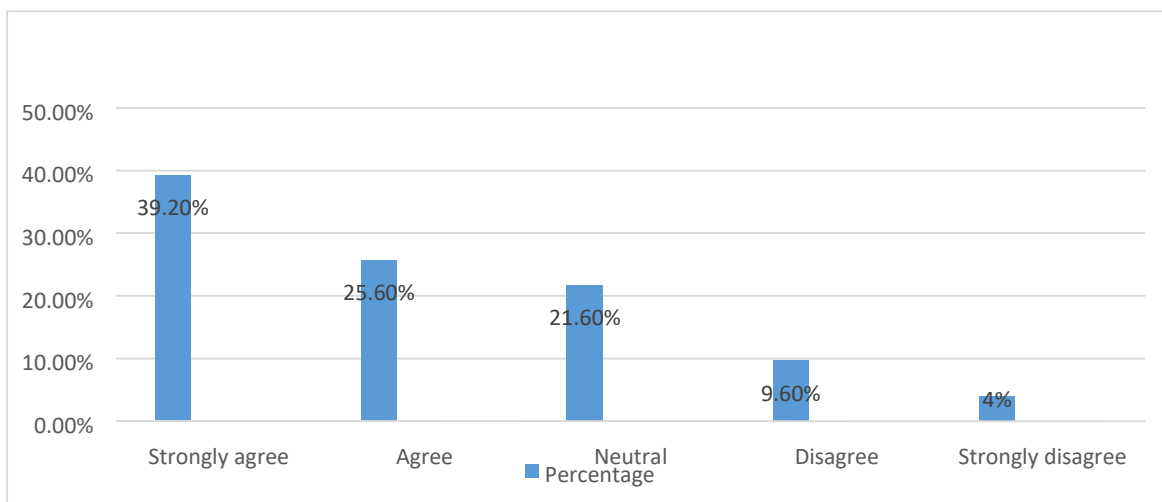


Chart 4.1.14: : chart Representing the think that the performance of employees improves after the process of performance appraisal

INTERPRETATION: From the above table it is interpreted that 39.20% of the respondents are Strongly agree 25.60% of the respondents are Agree, 21.60% of the respondents are Neutral, 9.60% of the respondents are Disagree and 4% of the respondents are Strongly disagree

4.2: CHI SQUARE ANALYSIS

AGE OF THE RESPONDENTS

VS

TOP-LEVEL MANAGEMENT PARTIAL IN PERFORMANCE APPRAISAL

H0 (Null hypothesis) = There is no significant relationship between age of the respondents and the partiality in performance appraisal in top level management

H1 (Alternate hypothesis) = There is a significant relationship between age of the respondents and the partiality in performance appraisal in top level management

Table 4.2.1 Table Showing the Chi-Square test between age of the respondents and the top-level management partial in Performance Appraisal

Case Processing Summary

	Cases		Missing		Total	
	Valid N	Percent	N	Percent	N	Percent
age * Is the top-level management partial in Performance Appraisal?	126	100.0%	0	0.0%	126	100.0%

Is the top-level management partial in
Performance Appraisal?

Total

					Is the top-level management partial in Performance Appraisal?				
Agree			Disagree			Neutral	Strongly agree	Strongly disagree	
age 18-25	Count	15	5	0		15	7	2	44
	Expected Count	14.2	5.9	.3		10.7	10.7	2.1	44.0
26-35	Count	21	7	0		9	22	3	62
	Expected Count	20.0	8.3	.5		15.1	15.1	2.9	62.0
36-45	Count	5	4	0		6	2	1	18
	Expected Count	5.8	2.4	.1		4.4	4.4	.9	18.0
46-55	Count	0	1	0		1	0	0	2
	Expected Count	.6	.3	.0		.5	.5	.1	2.0
Age	Count	0	0	1		0	0	0	1
	Expected Count	.3	.1	.0		.2	.2	.0	1.0
Total	Count	41	17	1		31	31	6	126
	Expected Count	41.0	17.0	1.0		31.0	31.0	6.0	126.0

Chi-Square Tests

		Value	df	Asymptotic Significance (2-sided)
Pearson Square	Chi-Square	142.870 ^a	20	<.001
Likelihood Ratio		27.978	20	.110
N of Valid Cases		126		

a. 21 cells (70.0%) have expected count less than 5. The minimum expected count is .01.

Source: Primary Data

At 5% level of significance and df (20) the table value is 142.870

Calculated value = 0.001

Significance value ($p=0.005$) < calculated value H_0 is accepted.

Inference: The results of the "Pearson Chi-Square" say that $\chi^2(20) = 142.457$, $p = 0.001$. This tells us that there is a statistically significant association between age of the respondents and the partiality in performance appraisal in top level management

4.3 : ONE-WAY ANOVA TEST

Table 4.3.1 Table Showing the ANOVA test between age of the respondents and the top-level management partial in Performance Appraisal

H_0 (Null hypothesis) = There is no significant relationship between age of the respondents and the partiality in performance appraisal in top level management

H_1 (Alternate hypothesis) = There is a significant relationship between age of the respondents and the partiality in performance appraisal in top level management

Descriptives age

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	Between-Component Variance
					Lower Bound	Upper Bound			
1	35	1.83	.514	.087	1.65	2.01	1	3	
2	41	1.76	.663	.103	1.55	1.97	1	3	
3	29	1.76	.872	.162	1.43	2.09	1	4	
4	19	2.16	.834	.191	1.76	2.56	1	4	
5	2	2.50	.707	.500	-3.85	8.85	2	3	
Total	126	1.85	.716	.064	1.72	1.98	1	4	
Model			.709	.063	1.72	1.97			
Random Effects				.086	1.61	2.09			.013

ANOVA

age

	Sum Squares	df	Mean Square	F	Sig.
Between Groups	3.266	4	.816	1.623	.173
Within Groups	60.869	121	.503		
Total	64.135	125			

Source: Primary Data

Inference: Since the p-value(0.173) is greater than chosen significant level(0.05) we fail to reject the null hypothesis. This suggests that there is no significant difference in the means of between age of the respondents and the partiality in performance appraisal in top level management

CHAPTER – 5 FINDINGS

FINDINGS:

- Majority (100%) of the respondents are Male.
- Majority (48.8%) of the respondents are in the age group of 26-35 years old.
- Majority 10.40% of the responded as High school or diploma 68% of the responded as Bachelor's degree 15.20% of the responded as Master degree 3.20% of the responded as Doctorate or PH. D 3.20% of the responded as Other
- Majority 48% of the respondents are agree 18% of the respondents are neutral, 23% of the respondents are Strongly Agree, 7% of the respondents are Disagree and 4% of the respondents are Strongly disagree
- Majority 47.20% of the respondents are good 25.60% of the respondents are excellent, 19.20% of the respondents are satisfactory, 4.80% of the respondents are Needs Improvement and 3.20% of the respondents are poor
- Majority 58% of the respondents are satisfied that level of performance appraisal to induce the manpower for better outcome, 22% of the respondents are neutral, 18% of the respondents are highly satisfied, 1% of the respondents are dissatisfied and 1% of the respondents are highly dissatisfied
- Majority 38.4% of the respondents are satisfied, 31.2% of the respondents are highly satisfied, 20% of the respondents are Neutral, 8.8% of the respondents are dissatisfied and 1.60% of the respondents are very dissatisfied
- Majority 32.8% of the respondents are agree 24.8% of the respondents are neutral, 24.8% of the respondents are Strongly Agree, 13% of the respondents are Disagree and 4.8% of the respondents are Strongly disagree

- Majority 34.40% of the respondents are agree 21.60% of the respondents are neutral, 26.40% of the respondents are Strongly Agree, 9.60% of the respondents are Disagree and 6.40% of the respondents are Strongly disagree
- Majority 38.40% of the respondents are Frequently 34.40% of the respondents are Always, 19.20% of the respondents are Occasionally, 8% of the respondents are Rarely
- Majority 32.80% of the respondents are always 32% of the respondents are very offend, 23.20% of the respondents are Occasionally, 12% of the respondents are Rarely
- Majority 35.20% of the respondents are Strongly agree 28.80% of the respondents are Agree, 23.20% of the respondents are Neutral, 10.4% of the respondents are Disagree and 2.40% of the respondents are Strongly disagree
- Majority 38.40% of the respondents are Strongly agree 32% of the respondents are Agree, 18.40% of the respondents are Neutral, 8.80% of the respondents are Disagree and 2.40% of the respondents are Strongly disagree
- Majority 39.20% of the respondents are Strongly agree 25.60% of the respondents are Agree, 21.60% of the respondents are Neutral, 9.60% of the respondents are Disagree and 4% of the respondents are Strongly disagree
- The results of the "Pearson Chi-Square" say that $\chi^2(20) = 142.457$, $p = 0.001$. This tells us that there is a statistically significant association between age of the respondents and the partiality in performance appraisal in top level management

CHAPTER-6 SUGGESTIONS AND CONCLUSION

6.1 SUGGESTIONS:

- The performance of employees increases better, if the management provide performance and potential appraisal rewards accordingly.
- Performance appraisal system helps to evaluate the employees, motivate the employees and increase their performance level in their work.
- Provide proper training for the better performance the performance appraisal should identify strength and weakness in their job.
- Supervisors should maintain coordinational relationship with workers and offers recognitions of the employee's efforts and provide guidance to employees.
- Performance appraisal helps to improve the personal skills for the individual employees.
- Performance appraisals make chance to improve the employee's personal skills through training and regular supervisor suggestions.
- Increase the performance appraisal process to concentrate motivation of the employees, Performance appraisal is a one of the tools to motivation of the employees.
- Employee comments and suggestions should be considered during the appraisal.

6.2 CONCLUSION:

This study analyses the effectiveness of performance appraisal. As per the reports the appraisal system would help in evaluation of the employees. It is helpful in achieving the objectives of the organization in industry all the employees are aware of the goals and standards of the organizational work; they expressed their satisfaction towards the appraisal system. The employees believe that the appraisal system is helping them to know their strengths and weakness of the employees. The appraisal system is helpful in improving the efforts of the employees and it is beneficial. Not only for company but also for individual employees as an organization. Human resources are the vital source of every organization. Every employee in organization increases the productivity and goodwill of every company. An employee, being an individual is treated as assets in the organization. So, the organization should mainly emphasis performance appraisal technique and its development program. Both the appraiser and appraise should realize the principle and use the tool of appraisal system in a constructive way for the prosperity of the organization.

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APPENDIX- QUESTIONNAIRE

1.NAME:

2.GENDER:

- MALE • FEMALE

3.AGE:

- 18-25
- 26-35
- 36-45
- 46-55
- 56 OR ABOVE

4. EDUCATIONAL QUALIFICATION:

- HIGH SCHOOL OR DIPLOMO
- BACHELORS DEGREE
- MASTER DEGREE
- DOCTRATE
- PH. D
- OTHER

5. Were the employee's performance goals clear and well-defined?

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

6. How would you rate the quality of your work over the past year?

- Excellent
- Good
- Satisfactory
- Needs Improvement

7. How would you describe your level of collaboration with team members?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

8. How satisfied are you with your job overall

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

9. Is the top-level management partial in
Performance Appraisal

Strongly agree?

- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

10. Do you think performance appraisal helps to change the behavior of Employees?

- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

11. How often do you receive feedback on your performance?

- Always
- Frequently
- Occasionally
- Rarely

12. How often do you participate in any training and development program during
the past year

- Always
- Very offend
- Sometimes
- Rarely
- Never

13. Do the promotions strictly based on the Performance of the employees?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

14. Do you think your leadership and interpersonal skills are developed during the Performance Management System?

- Strongly agree
- Agree
- Neutral
- disagree
- Strongly disagree

15. Do you think that the performance of employees improves after the process of performance appraisal

- Strongly agree
- Agree
- Neutral
- disagree
- Strongly disagree