

**A STUDY ON PERFORMANCE APPRAISAL AND  
ORGANIZATIONAL LEARNING AMONG THE EMPLOYEES**

Submitted in partial fulfillment of the requirements for the reward of

**MASTER OF BUSINESS ADMINISTRATION**

By

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**DEPARTMENT OF BUSINESS ADMINISTRATION SCHOOL  
OF MANAGEMENT STUDIES**

**SATHYABAMA**

**INSTITUTE OF SCIENCE AND TECHNOLOGY  
(DEEMED TO B UNIVERSITY)**

**Accredited With Grade “A++” by NAAC | 12B Status by UGC  
CATEGORY – 1 UNIVERSITY BY UGC | Approved by AICTE  
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**DECEMBER 2023**



# SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY  
(DEEMED TO BE UNIVERSITY)  
CATEGORY - 1 UNIVERSITY BY UGC

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SCHOOL OF MANAGEMENT STUDIES

**BONAFIDE CERTIFICATE**

This is to certify that this Project Report is the bonafide work of **KAVYA PALANI (42410169)** who have done the project work entitled “**A STUDY ON PERFORMANCE APPRAISAL & ORGANIZATIONAL LEARNING**” under my supervision from January 2023 to march 2024.

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Submitted for Viva-voce Examination held on \_\_\_\_\_

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## **DECLARATION**

I **KAVYA PALANI (42410169)** hereby declare that the Project Report entitled ““ **A STUDY ON PERFORMANCE APPRAISAL & ORGANIZATIONAL LEARNING** ” done by me under the guidance of **Dr. Kalai Lakshmi MBA., M.PHIL., PH.D** (internet Guide) and submitted in partial fulfillment of the requirements for the award Master of Business Administration degree

**DATE:**

**PLACE:**

**KAVYA PALANI**

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**KAVYA PALANI**

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## **ABSTRACT**

This study aimed to determine the factors which the employees in the organization prefer for their appraisal and the employee's satisfaction with the existing appraisal system. The results of the current study can be used by organizations to develop policies, practices, and strategies regarding their appraisal system and can create greater efficiencies in meeting strategic business objectives. Findings were made based on the data collected from 120 employees with the aid of a questionnaire in which a 5- point like a scale and rating scale was employed. Most of the respondents rated both subjective and objective measures as preferable. It was also found that some employees surveyed are dissatisfied with their present organization appraisal methods and there is a great chance that they may leave their employer if they get better job opportunities from any better employer the employers must pay attention to this situation and design effective methods as remedies at the earliest or else, they may soon their efficient workforce.

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## **CHAPTER-1**

### **INTRODUCTION**

#### **1.1 INTRODUCTION TO THE STUDY**

Performance appraisal on employee satisfaction is a process of summarizing, assessing, and developing the work performance of an employee. To be effective and constructive, the performance manager should make every effort to obtain as much objective information about the employee's performance as possible. Performance Appraisal is a review and discussion of an employee's performance of assigned duties and responsibilities based on results obtained by the employee in their job, not on the employee's personality characteristics. Personality should be considered only when it relates to performance on assigned duties and responsibilities. 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 to identify weaknesses and strengths as well as opportunities for improvement and skills development.

In many organizations - but not all - appraisal results are used, either directly or indirectly, to help determine reward outcomes. That is, the appraisal results are used to identify the better performing employees - performing get the majority of available pay increases, bonuses, and promotions.

#### **1.2 INDUSTRY PROFILE:**

The Indian auto industry is one of the largest in the world. The industry accounts for 7.1 percent of the country's Gross Domestic Product (GDP). The growing interest of the companies in exploring the rural markets further aided the growth of the sector. The overall Passenger Vehicle (PV) segment has a 14 percent market share. India is also a prominent auto exporter and has strong export growth expectations for the near future. Overall

automobile exports grew 13.01 percent on year between April and December 2017. In addition, several initiatives by the government of India and the major automobile players in the Indian market are expected to make India a leader in the 2W and four-wheeler (4W) market in the world by 2020. The auto industry is set to witness major changes in the form of electric vehicles (EVs), shared mobility, Bharat stage-VI emissions and safety norms. Electric cars in India are expected to get new green number plates and may also get free parking for three years along with toll waivers. India's electric vehicle (EV) sales increased 37.5 percent to 22000 units during FY 2015- 16 and are poised to rise further on the back of cheaper energy. Automobiles require a wide variety of raw materials for their production, including the iron used for steel, aluminum, gas, petroleum products used to make plastics, rubber, and special fibers. A large number of parts go into assembling an automobile. Beyond the big basic building blocks such as engines and transmissions, there are the interior parts such as instrument panels, seats and HVAC systems, along with all the necessary wiring to tie them together.

### **1.3 STATEMENT OF THE PROBLEM:**

A number of problems can be identified that pose a threat to the value of appraisal techniques. Most of these problems deal with the related issues of the validity and reliability of the instrument or techniques themselves. Validity is the extent to which the instrument actually measures what it intends to measure, whereas reliability is the extent to which the instruments consistently yield the same result each time it is used. Ideally, a good performance appraisal system will exhibit high level of both validity and reliability. If not serious questions must be Raised concerning the utility of the system.

### **1.4 NEED FOR STUDY:**

Project is important for the organization because it reflects the picture of customer satisfaction and concentrates on the satisfaction of Distribution intermediaries and the strengths and weaknesses of the customer, customer satisfaction plays a very vital role in

the racks industry. To provide good quality racks up to the last customer in required quantity within in required time challenging task for the organization, Project work and findings are important for the organization because of following:

- It reflects the picture of customer satisfaction of the products
- It emphasizes on the cost of customer distribution from point of manufacturing up to the point of real consumption

## **1.5 OBJECTIVES OF THE STUDY**

### **1.5.1. Primary objective:**

analysis the actual performance of the employees and performance standards used in performance appraisal program opinion, satisfaction, benefit, outcome, etc.

### **1.5.2. Secondary objective:**

- To impact the strength and weakness of employee to place right men on right job.
- To maintain and assess the potential present in a person for further growth and development.
- To provide feedback to employees regarding their performance and related status.
- To review and retain the promotional and other training programmers.
- Create and maintain a satisfactory level of performance.

## **1.6 SCOPE AND SIGNIFICANCE OF STUDY:**

Human resource is a process designed to plan, price, promote and distribute wantsatisfying products and service. It covers three main activities—concentration, dispersion and equalization. Marketing confines itself to customer distribution, marketing functions, flow of goods and management. Starting with research to know customer demand through market analysis and investigation, the scope of HR extends itself to the employment of resources of men, money, materials and management with a view to satisfying customer demand.

### 1.7 Limitations of the study :

- There was a lack of time to conduct the in depth research.
  - Further, there was a lack of sufficient knowledge provided from both ends to conduct the proper research.
  - The data collected for the research is fully on primary data given by the respondents .
  - There is chance of personal bias. So the accuracy is not true. → Respondents didn't exposed their views frankly.
- 
- Bias in performance appraisal
  - Limited perspective
  - Inaccurate assessment
  - Focusing on the negative
  - Time consuming
  - Vague standards
  - Bias towards similar traits
  - Impact of position
  - Issue with average
  - Lack of comprehensive

## **CHAPTER-2**

### **2.1 REVIEW OF LITERATURE**

Review of literature provides an elaborate and comprehensive understanding of a research project. Related literature acts as the backbone for research. Infact, the researcher who undertake a research project with systematic reviewing other studies related to the problem, completes the research successfully.

Identification of the problem, development of a research design and determination of the size and scope of the problem, all depends to a great extent on the care and interest with which a researcher has examined the literature related to intended research. The review of literature serves as variety of background, which functions as preparation to the actual collection of data.

The study of related literature is an indispensable task in research. According to Borg (1974) "The literature in any field forms the foundation for which all the future work will be built. If we fail to build the foundation of knowledge provided by the review of related literature, our work is likely to be shallow and naive and after duplicate work that have already been done better by someone else."

Ward (2005) has stated that organization's introducing 360- degree feedback often find that it has a morale- boosting effects. The feedback contains a mixture of strengths and areas for development.

Agua, Beryl. Cray (2004) this study was designed to measure the attitude and believes of remote workers towards performance appraisals in the work places. The assumption is that performance appraisal practices should not differ in traditional and environment.

The traditional work environment is defined as an office environment where the employee and manager work in the same physical location. The remote work environment is defined as a work setting where employee and manager work in a physically separate location. Noe et al (2006) define performance management as "the process through which

managers ensure that employees' activities and outputs are congruent with the organization's goals". The concept of performance management has contributed a lot in the development Human Resource Management in recent years.

The concept was first coined by Beer and Rush in 1976. However, it is barely in the mid 1980's that it had been accepted as a distinctive approach. Performance Management is widely being used in organizations so as to obtain the best results by trying to improve performance of the workforce. Goals and standards are being planned well beforehand in order to get satisfied outcomes.

Performance appraisal also known as performance review, formally documents the achievements of an individual with regards to set targets. It is a component of PMS. The system has become an essential management tool in today's organizations. Managing employees' performance can be said to be as important as any other work that all managers execute during the year. T. R. Manoharan (2002) has written in this article authors have discussed that they have noticed that in many organizations appraisal systems are: (a) not relevant to organizational objectives, (b) subject to personal bias, and (c) are often influenced more heavily by personality than by performance.

To eliminate these negative things there is an attempt with a computer-based tool called Data Envelopment Analysis (DEA) which is used in the working place to evaluate the performance of employees. Sample size is 23 employees. A DEA study provides the following four properties (Parade, Smith & Schaffner-Chatterjee 2002).

A piecewise linear empirical envelopment surface to represent the best practice frontier, consisting of units which exhibit the highest attainable outputs in relation to all other DMUs in the population, for their given level of inputs. An efficiency metric to represent the maximal performance measure for each DMU (Decision Making Units) measured by its distance to the frontier. Specific targets or efficient projections onto the frontier for each inefficient DMU

An efficient reference set or peer group for each DMU defined by the efficient units closest to the Duchene regression analysis is used and correlation has been checked in between

these factors of DEA data set: Job knowledge, customer relation, work habit, interpersonal relations, quality and quantity. Rafiqul Islam (July 8-10, 2005) has discussed in this article scholars have discussed that to evaluate the performance of organization that it is meeting its goals or not, it is important to evaluate the performance of employees of the organization and for this evaluation effective performance appraisal system should be maintained.

They have mentioned two main objectives of this study first is to give rewards to those employees who have performed good in achieving organizational goals and second is to identify those objectives which are not met and make an action plan to ensure that they will be achieved in future. In this paper AHP (analytic hierarchy process) to evaluate employee performance.

The criteria are used for appraisal is: quantity/quality of the work, planning/organization, initiative/commitment, teamwork/cooperation, communication and external factors. Their sample size is 170 employees. There are many advantages of using AHP i.e., AHP can compare two decision elements at a time, it is easy and simple to use, it can easily accommodate multiple decision makers to solve any specific problem.

Graeme Redshaw (2008) has written in this article is about to improve the performance appraisal system of nurses in organization. Author distributed questionnaire to 8 nurses to know about the performance appraisal system of the organization. 7 nurses were nervous before the appraisal and 1 was confident after the appraisal all nurses were agreed with the outcomes of appraisal.

If the successful appraisal system is established so there will be clear aims and objectives, and will be able to implement fairly. Proper training will be provided to the managers to appraise the staff correctly.

Diane Shaffer (May 11, 2009) has written in his article writer has discussed that motivation and performance appraisal are interrelated. Motivation is dependent on performance management. Employees who are motivated and happy with their jobs want to stay connected with the company for a long time.

Many organizations have not implemented correct performance appraisal system to

evaluate the performance of employees. Author has discussed here that they should implement a successful appraisal method/system and also give reward to employees who perform good in the organization. Through this practice employee become motivated towards their jobs and improve their performance and performance of organization as a whole will also improve.

Allmouth McDowall (2009) has discussed in his article that due to the high level of competition training and development has become very important. It's an era of globalization so it is playing a key role for the organization to get competitive advantage. While selection of activities including coaching, 360-degree appraisal and development centers (DCs) are become linked to development.

In this article 360-degree appraisal has been discussed that it is very important to give the feedback to the employees about their performances. Positive feedback motivates the employees and they become more willing to work for further development programs. The authors examine different development activities with the aim being to provide a framework with which to assess each one's effectiveness. They compare the processes incorporating a range of significant factors and highlight several important implications that arise for any aim to meet organizations.

Donald L. Carruth (2009) has discussed that the purpose of this paper is to demonstrate the need for and propose a more aligned and integrated standard for performance evaluation to enhance effective strategic control. The paper reviews the various issues creating discontent with the performance appraisal systems within many organizations and demonstrates how these problems inhibit successful strategic control.

It attempts to cogently incorporate the performance appraisal characteristics needed for the exercise to function as a critical organizational control metric and a useful feedback mechanism for strategic management of the firm. The paper finds that, whereas performance evaluation has received reasonably robust examination in the human

resources literature, explicit guidance toward the integration with strategic control is inadequate.

Without consistent alignment between these functions, however, performance appraisal becomes an exercise in futility instead of a vital control measurement, often resulting in not only personnel dissatisfaction but also, more importantly, an impediment to systematic strategy implementation. H.C. Shiva Prasad (2010) in this research paper authors have done work to check the performance of Indian software professionals (SPs) Data were collected from 441 software and senior software engineers from eight Indian software firms. The team leaders assessed the performance of software and senior software engineers on 16 items.

The exploratory and confirmatory factor analyses of scores on 16 items of the instrument suggest six dimensions of performance. They are work-efficiency, personal resourcefulness, inter- and intra-personal sensitivity, productivity orientation, timeliness, and business intelligence. The dimensions have reliability and high convergent validity.

SPs having more years of experience, higher need for achievement, and higher need for social power are high performers. Human resource managers can evaluate the performance of SPs holistically on six dimensions for training, reward administration, jobrotation, and promotion decision. Interviewed who involved performance appraisal process in order to determine the factors that influence to discredit performance appraisal systems.

The most managers felt that one of the reasons why the objectives weren't achieved was corporate targets weren't realistic, unattainable and generated disrespect for the objective standard. Managers stated that one of the most important features of effective evaluation is to have SMART goals to measure against. As a result, the situation, managers dealt with the issue different ways, 28 of them either explicitly or implicitly modified the corporate standards themselves to make them more realistic and meaningful for their subordinates and others just ignored the stated objectives. Meanwhile, most managers understood the importance of objectives; felt that assigning objectives from top of the

organization is not preferable and they strongly recommended a system of upwardly created objectives

. Basu, Mihir K., (1978)- Performance Appraisal may be defined as a structured formal interaction between a subordinate and supervisor, that usually takes the form of periodic interview (annual or semi annual), in which the work performance of the subordinate is examined and discussed, with a view of identifying weakness and strengths as well as opportunities for improvement and skills development.

Wilsted and Taylor (1978)<sup>10</sup> state that appraising employee performance has long been regarded as an important part of the management function, for purposes of salary administration and recognizing future management potential.

Yoder, Dale, (1980)- Performance appraisal includes all formal procedures used to evaluate personalities and contributions and potentials of group members in a working organisation. It is a continuous process to secure information necessary for making correct and objective decisions on employees.

Cascio Wayne F, (1995) - Performance Appraisal has many facets. It is an exercise in observation and judgment, it is a feedback process, and it is an organizational intervention. It is a measurement process as well as an intensely emotional process. While it is fairly easy to prescribe how the process should work, description of how it actually works in practice are rather discouraging.

Mondy and Noe (2005) claim that most common appraisal errors can be minimised or eliminated by allowing more than one person to evaluate the performance of an employee. →

Yukl and Lepsinger (1995) also explain that this (360 degree feedback) is an approach which relies on feedback from an employee's superiors, subordinates, colleagues and sometimes customers.

Winston and Creamer, (1997) There are various methods of conducting employee performance appraisals, however not all methods are → suitable for every organisation. An effective performance appraisal system should be fair and open, should clearly identify the strengths and weaknesses and also highlight the productivity of employees.

Yehuda Baruch, (1996); and Akinyele (2010) made a remarkable statement by focusing on the performance part that Performance Appraisal system is the only

tangible metric way by which an organization can know the level of performance of its diverse employees. And Performance Appraisal has a positive correlation with productivity; — ROHAN SINGH ,

MADHUMITA AND MOHANTY A.K (2010) stated that performance appraisal has become as essential requirement of every organization to properly evaluate the performance of its employees.

MATHEW and JHONSON (2015) stated that the performance appraisal system used to improve the employee performance that will leads towards the organization success.

According to Dessler (2005), performance appraisal means evaluating employees ' current and or past performance relative to his or her performance standards.

Amit Hole and Dr. Ashutosh Misal (2013) found out Employees who work related with sale of insurance policies in private sector general insurance companies is performing good than employees who work related with sale of insurance policies in public sector general insurance companies.

Amit Hole and Dr. Ashutosh Misal (2013) found out Employees who work related with sale of insurance policies in private sector general insurance companies is performing good than employees who work related with sale of insurance policies in public sector general insurance companies.

Christoph Reichard and Jan van Helden (2015) in the research paper discovered that the differences between performance management practices in the public and private sector are less stringent than expected with regard to more or less fundamental differences between both sectors.

Sameera Begum, K. Sarika & G. Sumalatha (2015) compared performance both public & private sector as a whole based on the parameters like two-way communication between appraise and appraiser, feedback system in which peers, Superiors, and Junior Employees give feedback to every employee, adopting technologies, monetary and nonmonetary benefits, job security, Leave Management System as well as Process of Recruitment & Selection.

Kona Yasoda (2016) detailed the elements of an Ideal Performance Management System. The important elements are job descriptions, performance expectations, appraisals, compensations, disciplinary policies and commendations. She

described globally trending models like Team Performance Appraisal, 360 Degree Appraisal, Rank and Yank strategy, the new model and real-time feedback.

Ramila Ram Sign & S. Vadivelu (2016) mentioned in their paper about the performance appraisal in India. Retention of the employees in the organization is a difficult task for the management. Motivation play a key role in this aspect. Performance appraisal is a tool to know the employees performance in various aspects. It is useful for salary increment, 10 promotion, staff retention and to reinforce staff behavior. The above referred literature shows that Performance Appraisal is only tool in assessing the employee's tasks and responsibilities matching their capability. A comparison has been done in public and private sector enterprises where private sector appraisals have been more effective.

Armstrong & Baron (2005), performance is not only a matter of peoples achievement, rather it is how they achieve it. Performance is a multidimensional concept in which its measurement depends on a number of factors.

Lansbury (1988), also defined performance appraisal as "The process of identifying, evaluating and developing the work performance of employees in the organization"; as a result of this the organization goal and objectives would going to be effectively achieved, simultaneously, the employee would benefit in terms of recognition, receiving feedback, catering for work needs and offering career guidance.

Craig. S (1996), Performance Appraisal has three main objectives, to measure performance fairly and objectively against job requirements, to increase performance by identifying specific development goals so that the workers may keep pace with the requirements of a fast placed organization.

Eliza (1996) argued that in many organisations, the appraisal system has been mishandled. She stresses that the worker should not walk blindly into performance appraisal. Past counselling sessions, feedback and proper design are crucial. The appraisal should be a joint effort because no one knows the job better than the person performing it. Narayana.

D (1997) further believes that performance appraisal is based on the principle of management by agreement or contract rather than management by command. It can in fact play a major role of providing for an integrated and coherent range of human resource management processes which are mutually supportive and

contribute as a whole to improving organisational effectiveness.

Mallard. K, (1997) The evaluation of faculty performance is one of the most frustrating and mismanaged tasks of college and university administrators. Communicating strengths and areas of improvement to highly educated, critically thinking professionals can be both challenging and intimidating. When performance is good, when superior and subordinates have an open relationship, when promotions or salary increases are abundant, when there is plenty of time for preparation and discussion--evaluations run smoothly. However, these conditions are rarely met in higher education, and the performance appraisal often becomes a stressful and negative interview.

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 forthcoming. There are many areas related to the performance appraisal process which are ripe for development and research creativity.

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.

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.

Robert. G (2003), Participatory performance appraisal is an essential component of a fair and ethical evaluation of an employee. When employees possess meaning role in the appraisal process, employee acceptance and satisfaction with the appraisal process is strongly enhanced.

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 (2004), Performance management deals with the challenge organisations face in defining, measuring, and stimulating employee performance with the ultimate goal of improving organisational 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. 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 it is achieved. Armstrong.

M (2006) defined Performance Appraisal as the formal assessment and rating of individuals by their managers at, usually, an annual review meeting. While the Chartered Institute of Professional Development (CIPD) have a more comprehensive and in-depth definition which argues that 'Performance Appraisal is an opportunity for individual employees and those concerned with their performance, typically line managers, to engage in a dialogue about their performance and development, as well as the support required from the manager' (CIPD, 2013). De Cenzo and David. A (2007) feel that appraisers should only rate in those areas in where they have substantial job knowledge. They should be as close as possible to the organisational level of the employee being evaluated. If the appraiser is not in position where they can observe the persons work behaviour then there is a greater chance of inaccuracies.

Robbins (2008), Managers are often uncomfortable discussing performance weaknesses directly with employees. Given that almost every employee could stand to improve in some areas, managers fear a confrontation when presenting negative feedback. Employees tend to become defensive when their weaknesses are pointed out. Instead of accepting the feedback as constructive and a basis for improving performance, some employees challenge the evaluation by criticising the manager or redirecting blame to someone else.

Adeyemi. T, (2011), Teachers' job performance was found to be better in schools having principals using autocratic leadership style than in schools having principals using democratic or laissez-faire leadership styles. It was recommended that school principals should imbibe a mixture of autocratic and democratic styles of leadership in their school administration in order to enhance better job performance among teachers. The use of the laissez-faire leadership style should be discouraged among school principals, as it could not bring a better job performance among teachers.

Malik. M et al, (2011), explained employee satisfaction with work as the degree to which an employee likes his or her job. In simple words it can be said as the likening ness to the job that motivates the employees to be present at their work places and carry out tasks to accomplish goals. Whereas employee performance appraisal system can be better understood as Alternate words used for this concept may be employee appraisal, performance review, career development discussion etc.

Boachie-Mensah. F, Seidu. P (2012), Employees are likely to embrace and contribute meaningfully to the Performance Appraisal scheme if they recognise it as an opportunity for personal development, a chance to be visible and demonstrate skills and abilities and an opportunity to network with others, but if employees perceive Performance Appraisal as an unreasonable effort by management to try to closer supervise and gain control over tasks they carry out, they won't welcome the scheme as easily.

Toppo. L, Prusty.T,2012, Performance appraisal and performance management were one of the emerging issues since last decade. Many organizations have shifted from employee's performance appraisal system to employee's performance management system. This paper has focused to study the evolution of employee's performance appraisal system, critics the system suffered and how the performance management system came to the practice. The main purpose of this paper is to differentiate these two systems, employee's performance appraisal and management system.

Tuytens. M, Devos. G (2012). Performance appraisal is used internationally to improve employee performance, also in the educational field. However, doubts exist about the effectiveness of performance appraisal. This study aims to contribute by expanding the knowledge about important context variables of

performance appraisal in secondary education. In particular, the study aims to examine the role of both characteristics of the teacher performance appraisal system and the school leader for procedural justice and perceived feedback utility by teachers.

Imran. M, (2014), Performance Appraisal system has a clear sense of path, honest and meaningful feedback. There should be instant and honest strengthening and give a chance to employees to contribute in set the goals and standards for performance management. The purpose of appraisal system to allow for nonstop communication between management and teachers about job performance and as well as increased the organizational performance. Nadeem. M et.al,(2014), Performance refers to the well-organized planning, achievement and accomplishment of the given task. It not only focuses on the achievement of goals but also the ways how the goals are achieved. Performance shows both behavior and achievement. It depends on variety of questions and multidimensional ideas. In school organization, performance is not only about efficiency but also about behaviors and acts to achieve the goals.

U. Suphawadee et al, (2015), The Performance Appraisal was an important instrument for human resource development the same as Education as well as Training. It was significant in the raise as well as the promotion rather than being used as an instrument for staff development truly. For the performance appraisal of Secondary School Teachers, under jurisdiction of Local Administrative Organization in feedback consisted of 2 factors including: the feedback for those who were evaluated, and the feedback for school.

## **CHAPTER 3 RESEARCH METHODOLOGY**

### **3.1 Research Design:**

Descriptive research design: In a descriptive design, a researcher is solely interested in describing the situation or case under their research study.

- Experimental research design: Experimental research design establishes a relationship between the cause and effect of a situation. It is a causal design where one observes the impact caused by the independent variable on the dependent variable.
- Correlational research design: Correlational design is a non-experimental research design technique that helps researchers establish a relationship between two closely connected variables

### **3.2 Sample Size:**

Sample Size of the Study is 125.

### **3.3 Data collection:**

#### **1. Primary Data.**

Primary data are those which are collected for the first time and they are original in character. These are collected by the researcher to study a particular problem. The primary data is collected through the questionnaire method. The questionnaire will contain the questions like. Demographic variables questions for gathering the personal details like name, age, income (monthly, Annual), residential

#### **2. Secondary Data.**

The secondary data is taken from the form of objectives that could be referred through

- Magazine.
- Book.
- Journals.

- Record Maintained by HR Department..

### 3. Statistical tools to be Used:

- Percentage Analysis.
- Weighted Average Method.
- Mean & Standard Deviation.
- One way ANOVA.
- Chi-Square.

### 3.4 ANALYTICAL TOOLS TO BE USED:

#### 3.4.1 Percentage Analysis:

In case Percentage refers to a special kind of ratio. Percentage is used in making comparison between two or more series of data. In this study, the number of people who responded in a particular manner is interpreted in the form of percentages.

Percentage = (No of respondents/Total no of respondents)\*100

#### 3.4.2 WEIGHTED AVERAGE METHOD:

It is imperative to identify the highest variables among the respondents towards Kaleesuwari Refinery Private Limited. In order to accomplish such identification of highest awareness variables under each factor, weighted average ranking method was conducted and the results were discussed. Weighted average is an average in which each quantity to be averaged is assigned a weight. These weightings determine the relative importance of each quantity on the average. In this study, weights are assigned from 1 to 5 for the five-point scaling variables. To arrive at the weighted average value, the frequency of each rating is multiplied with its weight, and the resulting figures are added together and then divided by the total of the weighs. Based on the values of weighted average scores, ranking is assigned for each variable from highest to the lowest.

The formula for weighted average calculation is:

$$\frac{\sum_{i=1}^n (X_i \times W_i)}{\sum_{i=1}^n W_i}$$

$$\sum_{i=1}^n W_i$$

The weights  $W_i$  Represent the weights assigned to the opinion of investors (in this study from 1 to 5) ' $X_i$ ' represents the frequency of the rating of the particular variable. ' $n$ ' represents the number of ratings 5 in the case of the present study

### **3.4.3 MEAN AND STANDARD DEVIATION:**

The researcher attempted to determine the average awareness levels of the respondents. To accomplish this mean - values were calculated based on the opinion of respondents for each variable in the first point scaling (from 1 to 5). A mean is the arithmetic average of the scores. A simple average of the opinion scores given by the respondents were added together and it is divided by the sample of the study 120. The number of the responses, to arrive at the mean values for each variable.

Mean is calculated using the following formula;

$$\text{Arithmetic Mean}(X) = \Sigma x / n$$

Where,

$X$ =sample mean

$\Sigma x$  = Summation of all the opinion scores of respondents.

$n$ = no. of respondents.

The standard deviation indicates a “typical” deviation from the mean. It is a popular measure of variability because it returns to the original units of measure of the data set. Like the variance, if the data points are close to mean, there is a small variation whereas the data points are highly spread out from the mean, then it has a high variance.

### **3.4.4 One - WAY ANOVA:**

The one-way analysis of variance (ANOVA) is used to determine whether there are any statistically significant differences between the means of three or more independent (unrelated) groups. This guide will provide a brief introduction to the oneway ANOVA, including the assumptions of the test and when you should use this test. If you are familiar with the one-way ANOVA, but would like to carry out a one-way ANOVA analysis.

### **3.4.5 CHI SQUARE:**

A chi-squared test is basically a data analysis on the basis of observations of a random set of variables. Usually, it's a comparison of two statistical data sets. This test was introduced by Karl Pearson in 1900 so it was mentioned as Pearson's chisquared test. The chi-square test is used to estimate how likely the observations that are made would be, by considering the assumption of the as true. A hypothesis is a consideration, that a given condition or statement might be true, which we can

test afterwards. Chi-squared tests are usually created from a sum of squared falsities or errors else via the sample variance.

## CHAPTER 4

### DATA ANALYSIS AND INTERPRETATION

#### 4.1 Percentage Analysis:

##### 1. Gender of respondents

*Table: 4.1*

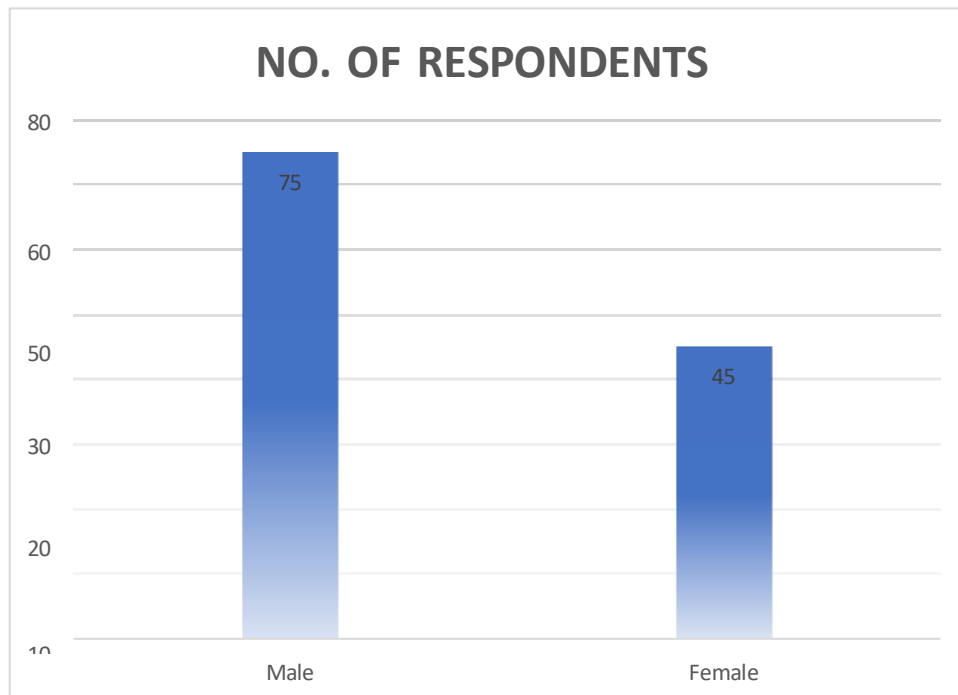
| S. No | Gender | No. of Respondents | Percentage of Respondents |
|-------|--------|--------------------|---------------------------|
| 1     | Male   | 75                 | 62.5                      |
| 2     | Female | 45                 | 37.5                      |
|       | Total  | 120                | 100                       |

*Source: Primary data*

#### **INTERPRETATION:**

It is observed that 62.5% of respondents are male and 37.5% of respondents are female.

Chart showing Gender of Respondents



***CHART: 4.1.1***

## 2. Age of Respondents

**TABLE: 4.2**

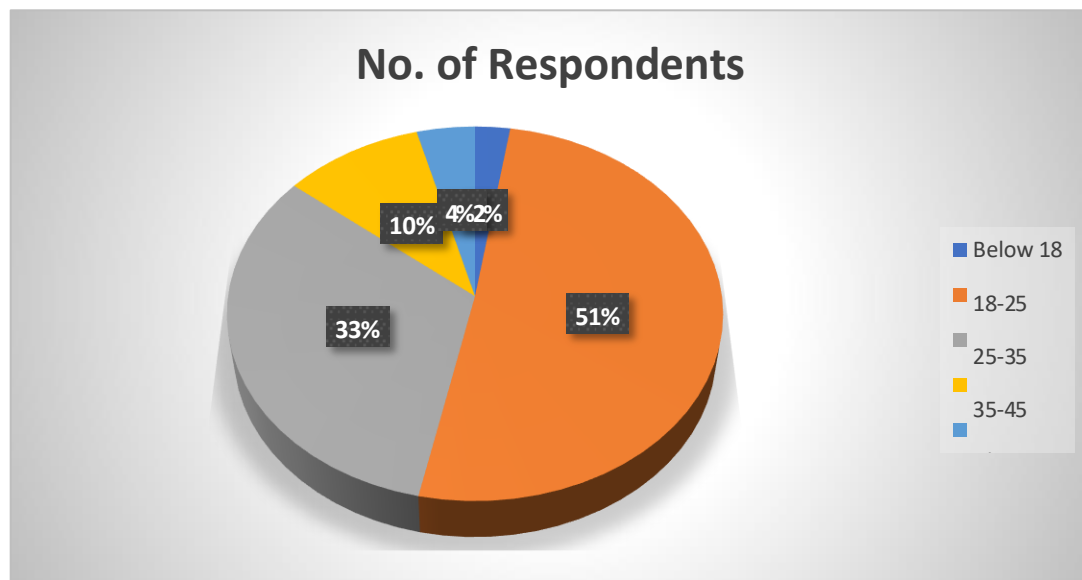
| S. No | Age      | No. of Respondents | Percent of Respondents |
|-------|----------|--------------------|------------------------|
| 1     | Below 18 | 3                  | 2.5                    |
| 2     | 18-25    | 61                 | 50.83                  |
| 3     | 25-35    | 39                 | 32.5                   |
| 4     | 35-45    | 12                 | 10                     |
| 5     | Above 45 | 5                  | 4.16                   |
|       | Total    | 120                | 100                    |

**Source: Primary data**

### **INTERPRETATION:**

It is observed that 2.5%, 50.83%, 32.5%, 10% and 4.16% of Below 18 to Above 30 for the age respondents.

Chart showing Age of Respondents



**CHART: 4.1.2**

### 3. Area of Respondents

**TABLE: 4.3**

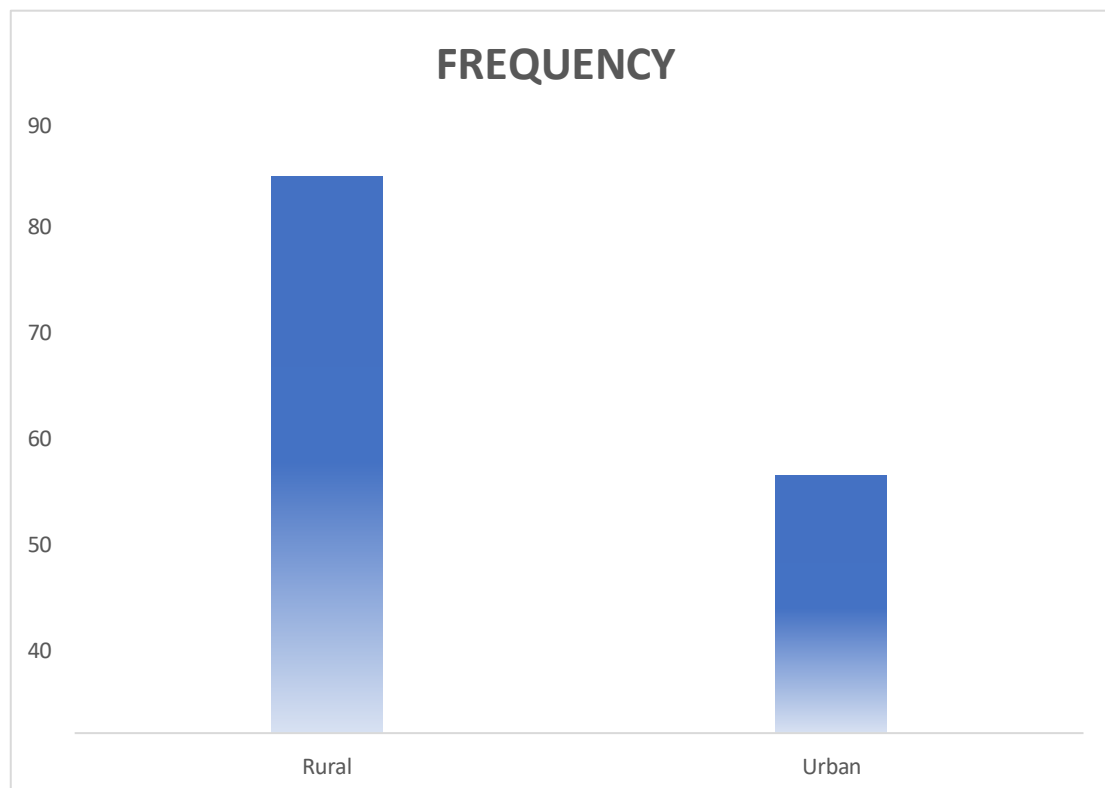
| S. No | Area of Residence | Frequency | Percentage of Respondents |
|-------|-------------------|-----------|---------------------------|
| 1     | Rural             | 82        | 68.3                      |
| 2     | Urban             | 38        | 31.7                      |
|       | Total             | 120       | 100                       |

**Source: Primary data**

#### **INTERPRETATION:**

It is observed that 68.3% of respondents are Rural and 31.7% of respondents are Urban.

Chart showing Area of Respondents



**CHART: 4.1.3**

#### 4. Family Structure Status

**TABLE: 4.4**

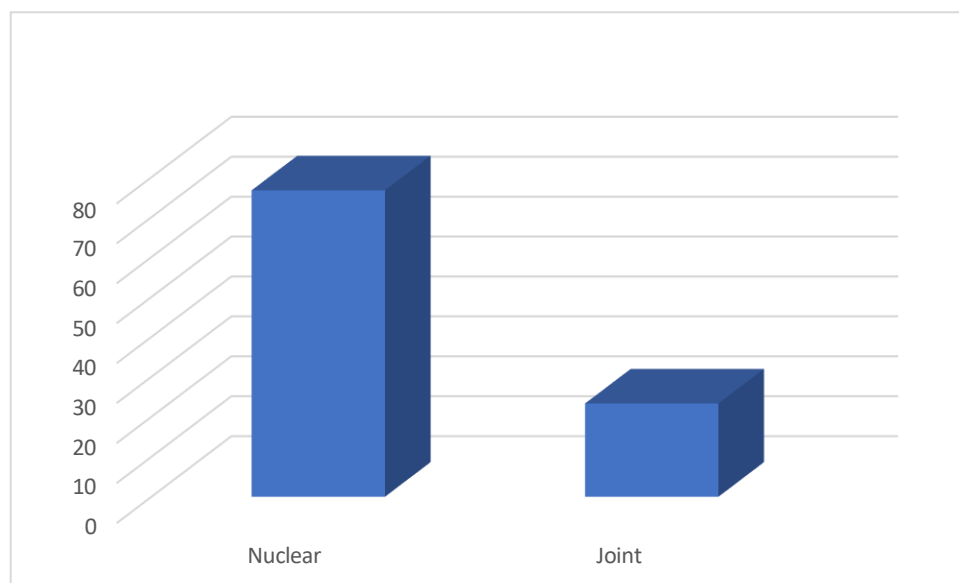
| S. No | Family Structure | Frequency | Percentage of Respondents |
|-------|------------------|-----------|---------------------------|
| 1     | Nuclear          | 92        | 76.7                      |
| 2     | Joint            | 28        | 23.3                      |
|       | Total            | 120       | 100                       |

**Source: Primary data**

#### **INTERPRETATION:**

It is observed that 76.7% of respondents are Nuclear and 23.3% of respondents are Joint.

Chart showing Family Structure Status of Respondents.



**CHART: 4.1.4**

## 5. Marital Status

**TABLE: 4.5**

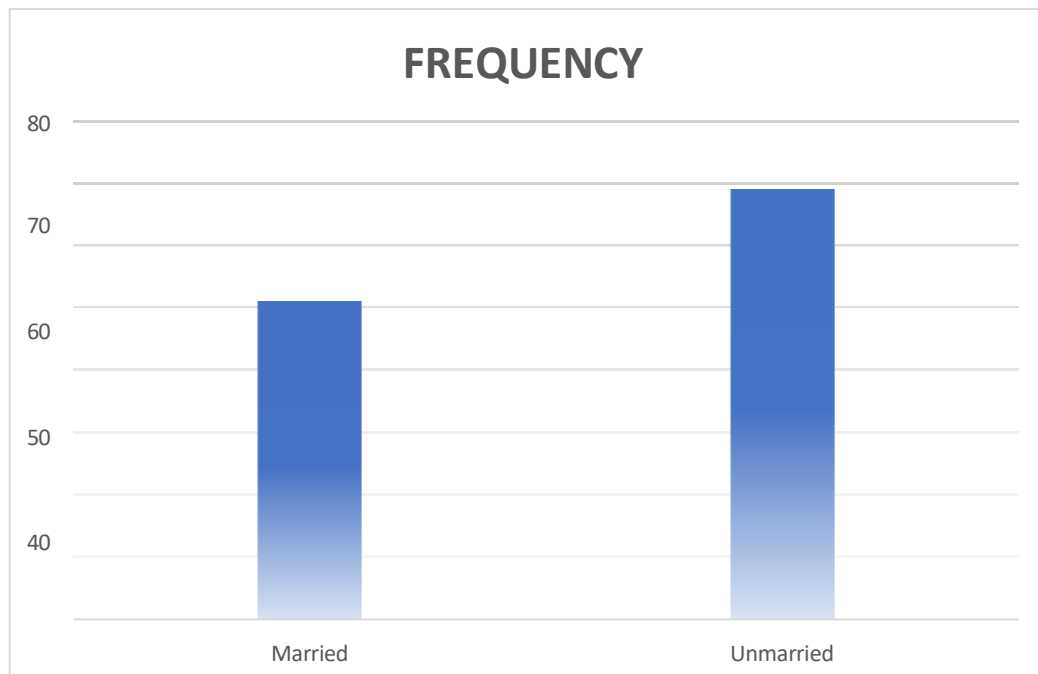
| S. No | Marital Status | Frequency | Percentage of Respondents |
|-------|----------------|-----------|---------------------------|
| 1     | Married        | 51        | 42.5                      |
| 2     | Unmarried      | 69        | 57.5                      |
|       | Total          | 120       | 100                       |

**Source: Primary data**

### **INTERPRETATION:**

It is observed that 42.5% of respondents are Married and 57.5% of respondents are Unmarried for the Marital Status.

Chart showing Marital Status of Respondents.



**CHART: 4.1.5**

## 6. Department

**TABLE: 4.6**

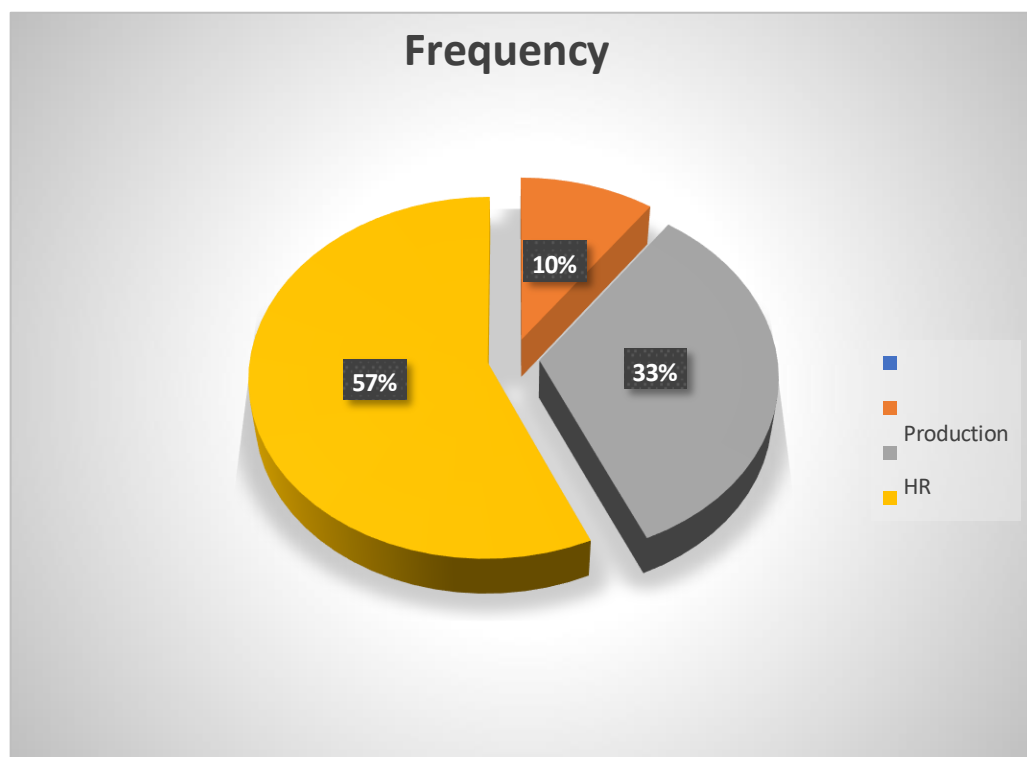
| S. No | Department | Frequency | Percentage of Respondents |
|-------|------------|-----------|---------------------------|
| 1     | Production | 12        | 10                        |
| 2     | HR         | 40        | 33.3                      |
| 3     | Others     | 68        | 56.7                      |
|       | Total      | 120       | 100                       |

**Source: Primary data**

### **INTERPRETATION:**

It is observed that 10% of respondents are Production, 33.3% of HR and 56.7% are Others.

Chart showing Department of Respondents



**CHART: 4.1.6**

## 7. Education

**TABLE: 4.7**

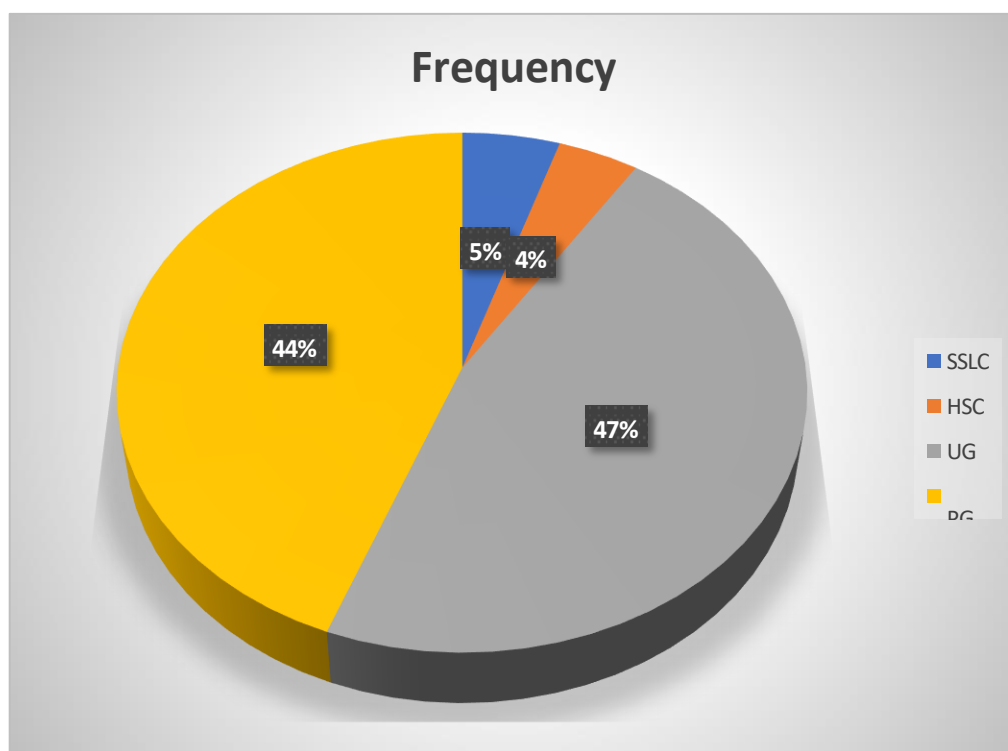
| S. No | Education | Frequency | Percentage of Respondents |
|-------|-----------|-----------|---------------------------|
| 1     | SSLC      | 6         | 5                         |
| 2     | HSC       | 5         | 4.2                       |
| 3     | UG        | 56        | 46.7                      |
| 4     | PG        | 53        | 44.2                      |
|       | Total     | 120       | 100                       |

**Source: Primary data**

### **INTERPRETATION:**

It is observed that 5%, 4.2%, 46.7% and 44.2%, of respondents for the Education.

Chart showing Education of Respondents.



**CHART: 4.1.7**

## 8. Income

**TABLE: 4.8**

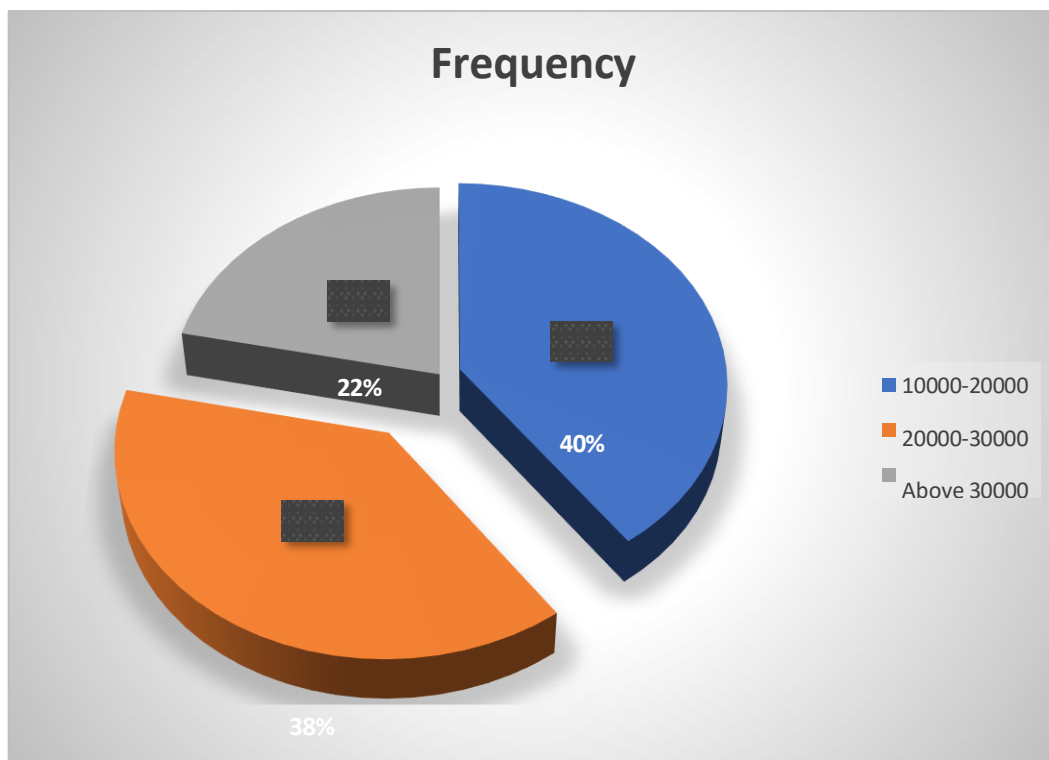
| S. No | Income      | Frequency | Percentage of Respondents |
|-------|-------------|-----------|---------------------------|
| 1     | 10000-20000 | 48        | 40                        |
| 2     | 20000-30000 | 46        | 38.3                      |
| 3     | Above 30000 | 26        | 21.7                      |
|       | Total       | 120       | 100                       |

**Source: Primary data**

### **INTERPRETATION:**

It is observed that 40% of respondents are 10000-20000, 38.3% of respondents are 20000-30000 and 21.7% of are Above 30000 of the Respondents.

Chart showing Income of Respondents.



**CHART: 4.1.8**

### 9. Appraised within organization.

**TABLE: 4.9**

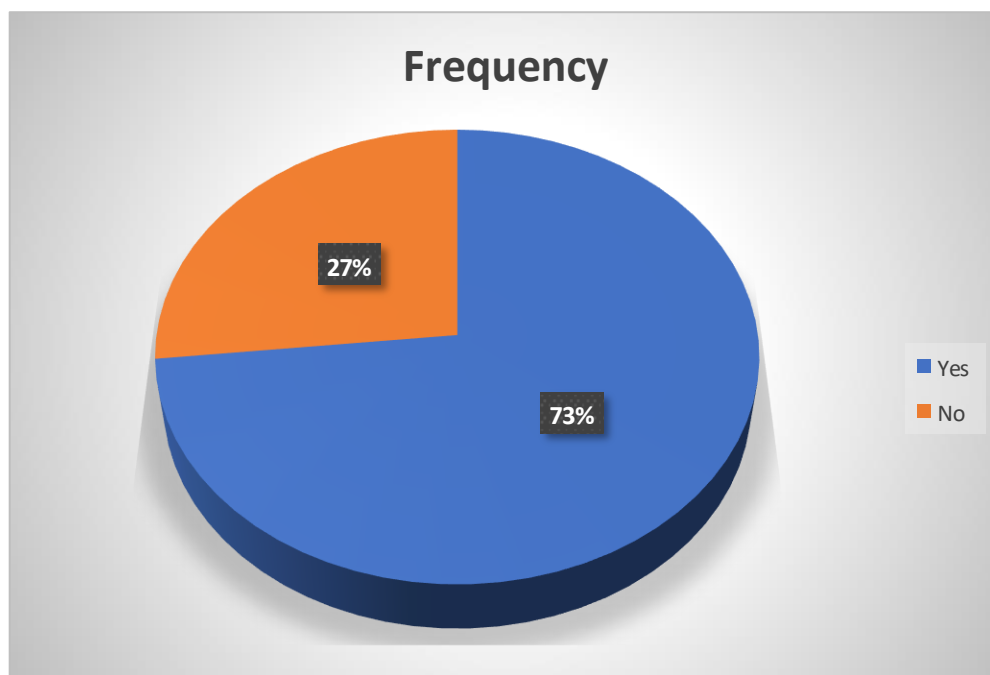
| S. No | Appraisal | Frequency | Percentage of Respondents |
|-------|-----------|-----------|---------------------------|
| 1     | Yes       | 88        | 73.3                      |
| 2     | No        | 32        | 26.7                      |
|       | Total     | 120       | 100                       |

**Source: Primary data**

#### **INTERPRETATION:**

It is observed that of respondents are 73.3% and 26.7% of the Appraised for the Organization.

Chart showing Appraising with organization of Respondents.



**CHART: 4.1.9**

#### 10. Performance is appraised.

**TABLE: 4.10**

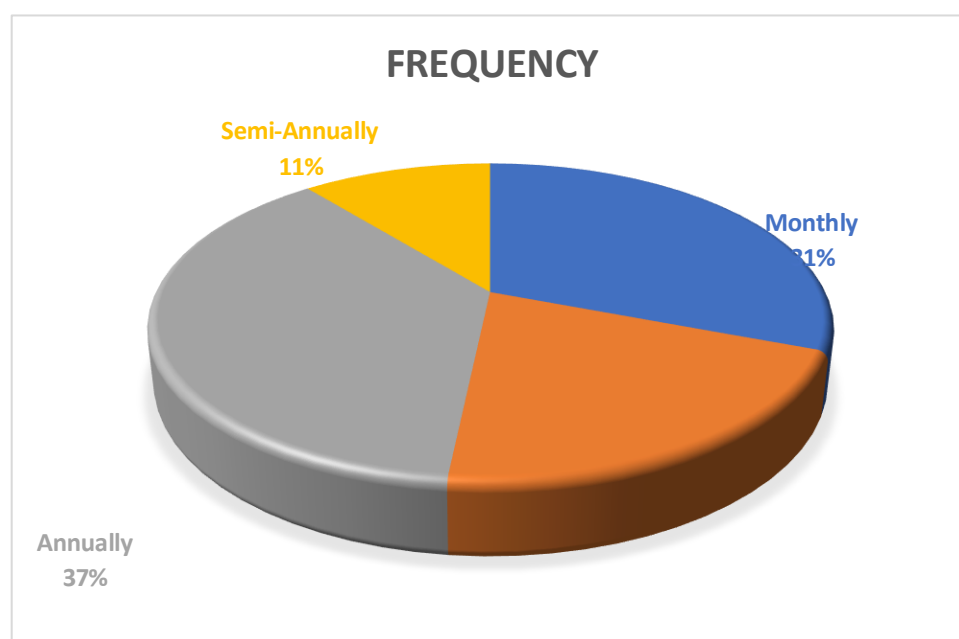
| S. No | Opinion       | Frequency | Percentage of Respondents |
|-------|---------------|-----------|---------------------------|
| 1     | Monthly       | 37        | 30.8                      |
| 2     | Quarterly     | 25        | 20.8                      |
| 3     | Annually      | 45        | 37.5                      |
| 4     | Semi-Annually | 13        | 10.8                      |
|       | Total         | 120       | 100                       |

**Source: Primary data**

#### **INTERPRETATION:**

It is observed that the 30.8%, 20.8%, 37.5% and 10.8% for the respondents for the Performance is Appraised.

Chart showing of the Performance is appraised in Respondents



**CHART: 4.1.10**

## 11. Appraising your performance

**TABLE: 4.11**

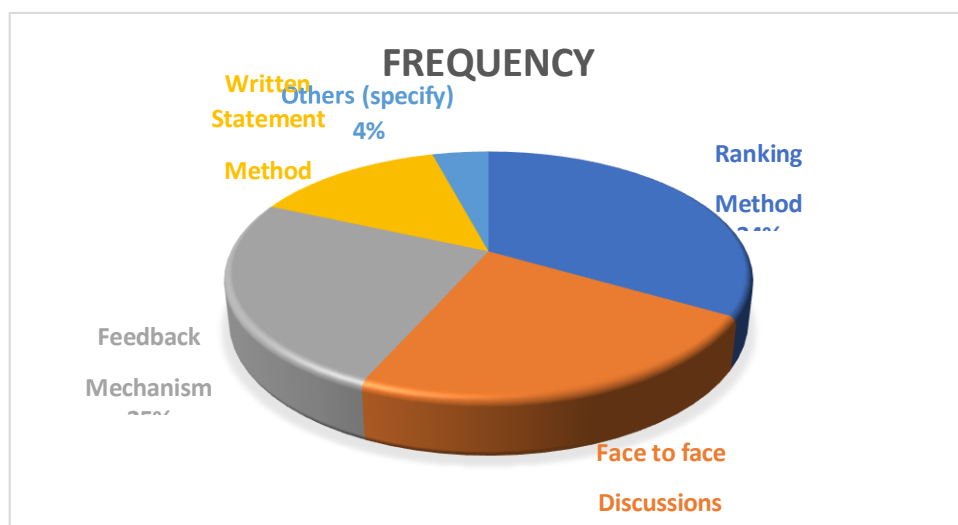
| S. No | Appraising your performance | Frequency | Percentage of Respondents |
|-------|-----------------------------|-----------|---------------------------|
| 1     | Ranking Method              | 40        | 33.3                      |
| 2     | Face to face Discussions    | 28        | 23.3                      |
| 3     | Feedback Mechanism          | 30        | 25                        |
| 4     | Written Statement Method    | 17        | 14.2                      |
| 5     | Others (specify)            | 5         | 4.2                       |
|       | Total                       | 120       | 100                       |

**Source: Primary data**

### INTERPRETATION:

It is observed that 33.3%, 23.3%, 25%, 14.2% and 4.2% for the respondents for the Appraising the performance in different methods.

Chart showing of the Appraising your performance of Respondents.



**CHART: 4.1.11**

## 12. Punctual to your work.

**TABLE: 4.12**

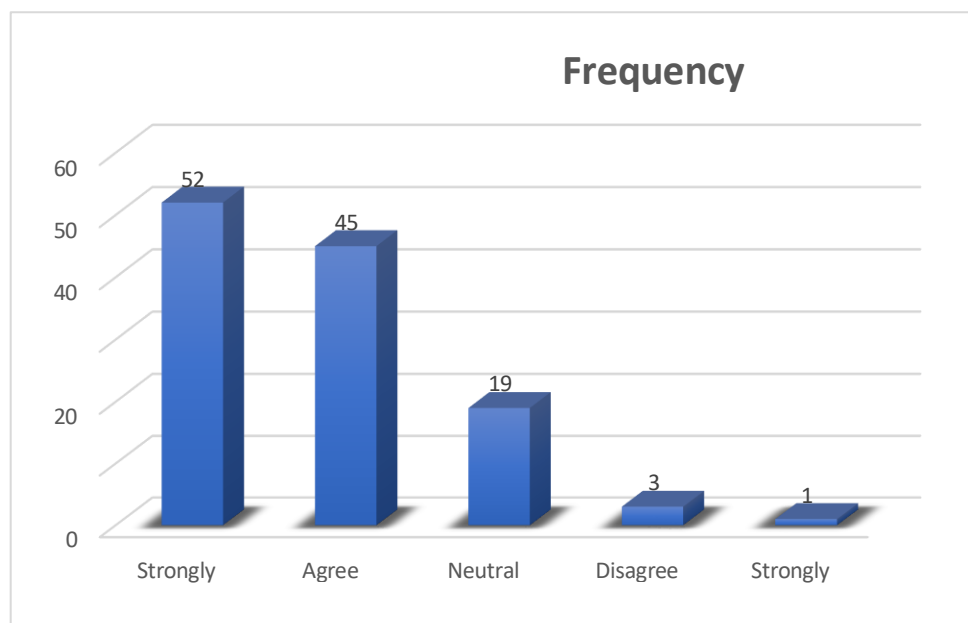
| S. No | Opinion           | Frequency | Percentage of Respondents |
|-------|-------------------|-----------|---------------------------|
| 1     | Strongly Agree    | 52        | 43.3                      |
| 2     | Agree             | 45        | 37.5                      |
| 3     | Neutral           | 19        | 15.8                      |
| 4     | Disagree          | 3         | 2.5                       |
| 5     | Strongly Disagree | 1         | 0.8                       |
|       | Total             | 120       | 100                       |

**Source: Primary data**

### **INTERPRETATION:**

It is observed that 43.3%, 37.5%, 15.8%, 2.5% and 0.8% of the respondents for the Punctual to your Work for the Opinion.

Chart showing that Punctual to your work of Respondents.



**CHART: 4.1.12**

### 13. Performance appraisal match the attendance record.

**TABLE: 4.13**

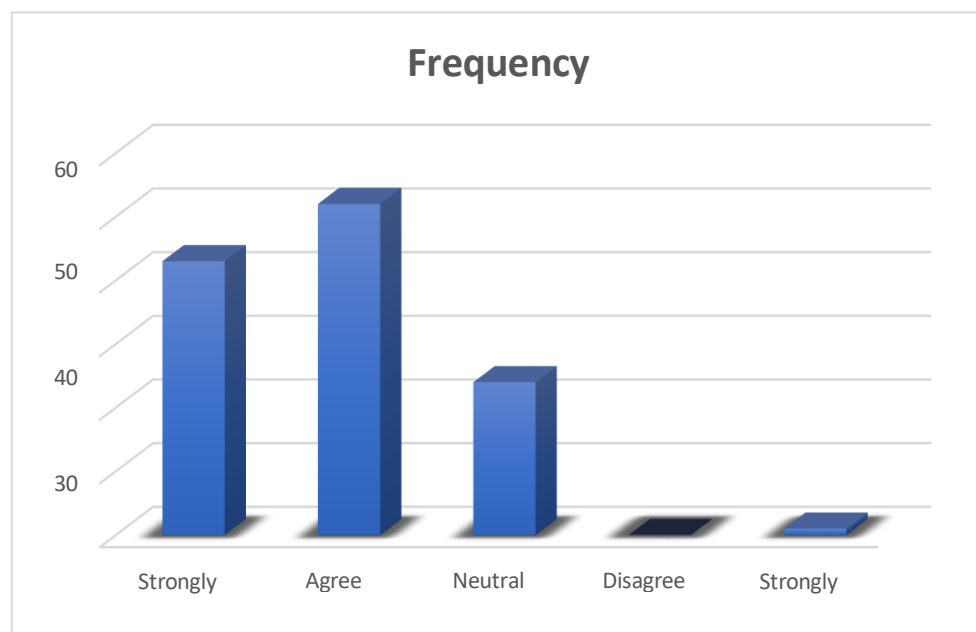
| S. NO | Opinion           | Frequency | Percentage of Respondents |
|-------|-------------------|-----------|---------------------------|
| 1     | Strongly Agree    | 43        | 35.8                      |
| 2     | Agree             | 52        | 43.3                      |
| 3     | Neutral           | 24        | 20                        |
| 4     | Disagree          | 0         | 0                         |
| 5     | Strongly Disagree | 1         | 0.8                       |
|       | Total             | 120       | 100                       |

**Source: Primary data**

#### **INTERPRETATION:**

It is Observed that the 35.8%, 43.3%, 20%, and 0.8% for the respondents for the appraisal that match the attendance record.

Chart showing that Performance appraisal match the attendance record of Respondents.



**CHART: 4.1.13**

**14. Appraisal Frank discussion (Honestly level) between Employee and Employers.**

**TABLE: 4.14**

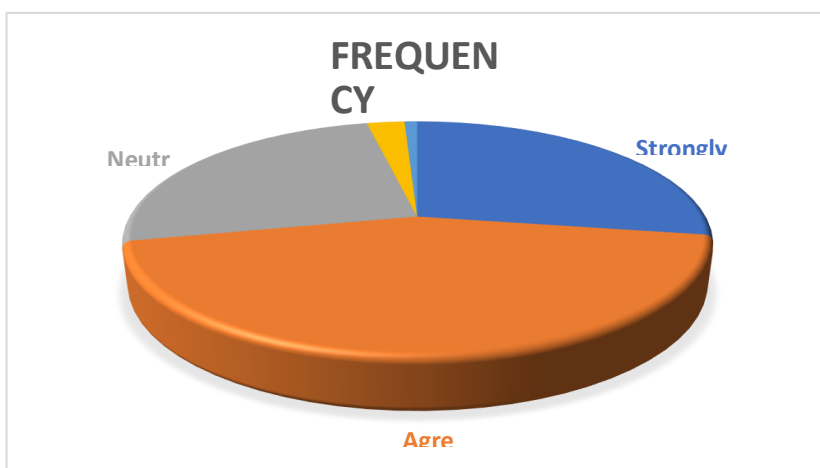
| S. NO | Honesty Level     | Frequency | Percentage of Respondents |
|-------|-------------------|-----------|---------------------------|
| 1     | Strongly Agree    | 33        | 27.5                      |
| 2     | Agree             | 53        | 44.2                      |
| 3     | Neutral           | 30        | 25                        |
| 4     | Disagree          | 3         | 2.5                       |
| 5     | Strongly Disagree | 1         | 0.8                       |
|       | Total             | 120       | 100                       |

**Source: Primary data**

**INTERPRETATION:**

It is Observed that 27.5%, 44.2%, 25%, 2.5% and 0.8% for the respondents in Appraisal frank in discussion for Employee and Employer.

Chart showing that Honestly level between Employee and Employers of Respondents.



**CHART: 4.1.14**

### 15. Strength and weakness of the employee.

**TABLE: 4.15**

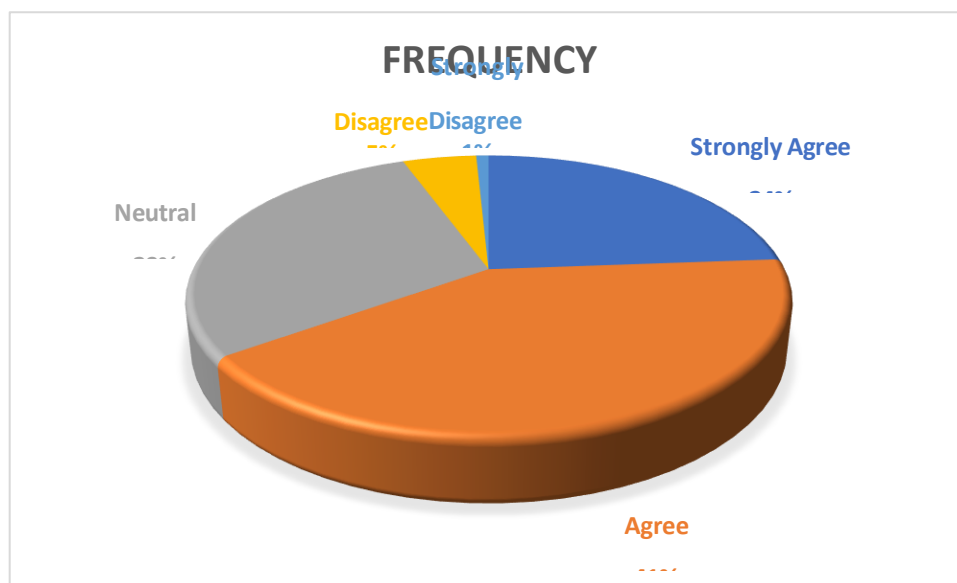
| S .NO | Strength and weakness | Frequency | Percentage of Respondents |
|-------|-----------------------|-----------|---------------------------|
| 1     | Strongly Agree        | 30        | 25                        |
| 2     | Agree                 | 52        | 43.3                      |
| 3     | Neutral               | 37        | 2.58                      |
| 4     | Disagree              | 6         | 8.5                       |
| 5     | Strongly Disagree     | 1         | 0.8                       |
|       | Total                 | 120       | 100                       |

**Source: Primary data**

#### **INTERPRETATION:**

It is observed that the respondents of the strength and weakness is 25%, 43.3%, 2.58%, 8.5% and 0.8% of this Respondents.

Chart showing that Strength and weakness of the employee of Respondents.



**CHART: 4.1.15**

## 16 Understanding your performance appraisal method.

**TABLE: 4.16**

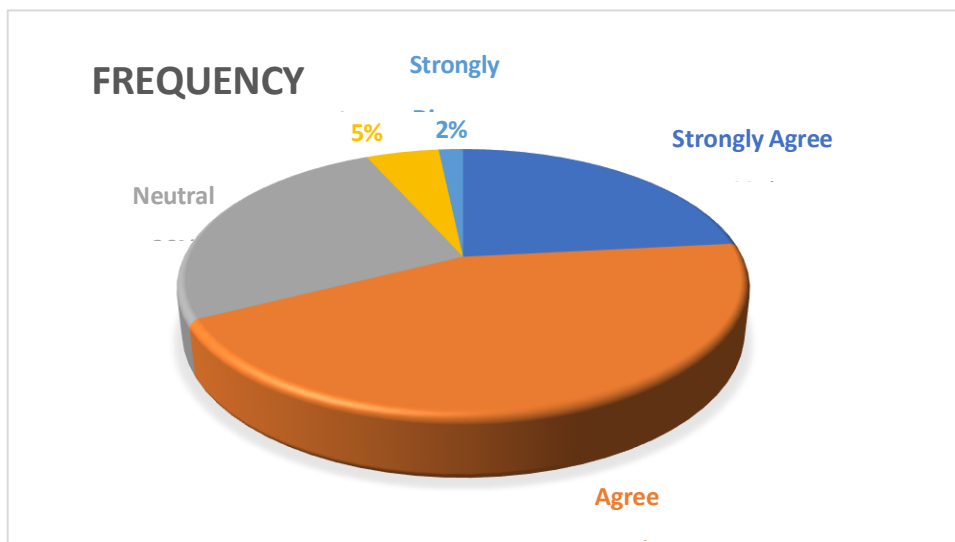
| S. No | Understanding Performance Appraisal | Frequency | Percentage of Respondents |
|-------|-------------------------------------|-----------|---------------------------|
| 1     | Strongly Agree                      | 32        | 26.7                      |
| 2     | Agree                               | 46        | 38.3                      |
| 3     | Neutral                             | 35        | 29.2                      |
| 4     | Disagree                            | 6         | 5                         |
| 5     | Strongly Disagree                   | 1         | 0.8                       |
|       | Total                               | 120       | 100                       |

**Source: Primary data**

### **INTERPRETATION:**

It is observed that the respondents as 26.7%, 38.3%, 29.2%, 5% and 0.8% of the respondents for Understanding the performance appraisal.

Chart showing that Understanding your performance appraisal method of Respondents.



**CHART: 4.1.16**

17.The performance appraisal is helpful in reducing Grievance among the employees.

**TABLE: 4.17**

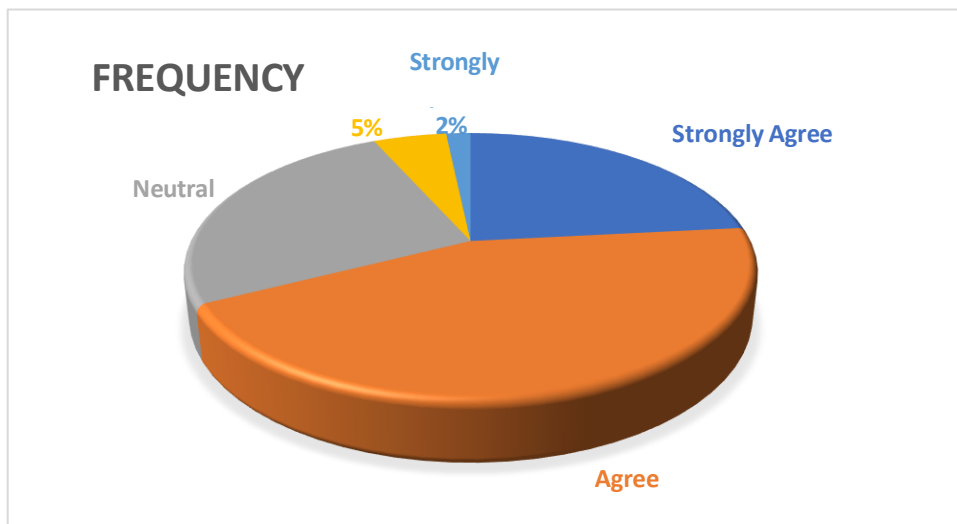
| S. No | Grievance among the employees. | Frequency | Percentage of Respondents |
|-------|--------------------------------|-----------|---------------------------|
| 1     | Strongly Agree                 | 28        | 23.3                      |
| 2     | Agree                          | 53        | 44.2                      |
| 3     | Neutral                        | 31        | 25.8                      |
| 4     | Disagree                       | 6         | 5                         |
| 5     | Strongly Disagree              | 2         | 1.7                       |
|       | Total                          | 120       | 100                       |

**Source: Primary data**

**INTERPRETATION:**

It is observed that the form of 23.3%, 44.2%, 25.8%, 5% and 1.7% of the respondents of the grievance of the employees.

Chart showing that Punctual to your work of Respondents



**CHART: 4.1.17**

**18. Colleagues support for increasing your performance appraisal related to the work.**

**TABLE: 4.18**

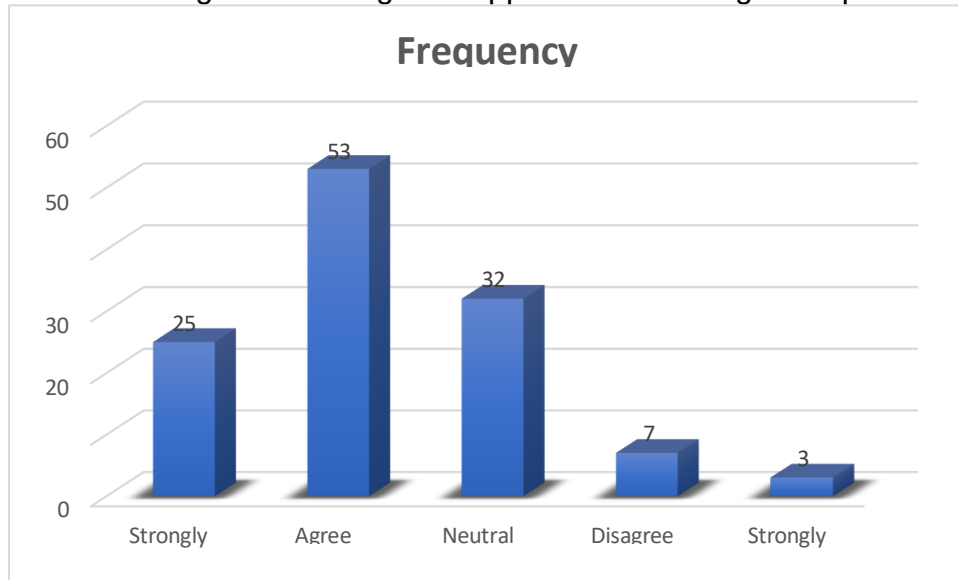
| S. No | Opinion           | Frequency | Percentage of Respondents |
|-------|-------------------|-----------|---------------------------|
| 1     | Strongly Agree    | 25        | 20.8                      |
| 2     | Agree             | 53        | 44.2                      |
| 3     | Neutral           | 32        | 26.7                      |
| 4     | Disagree          | 7         | 5.8                       |
| 5     | Strongly Disagree | 3         | 2.5                       |
|       | Total             | 120       | 100                       |

**Source: Primary data**

**INTERPRETATION:**

It is observed that the form of 20.8%, 44.2%, 26.7%, 5.8% and 2.5% of the performance of appraisal related to the work.

Chart showing that Colleagues support or increasing of respondents.



**CHART: 4.1.18**

**19. Supervisor motivates or appreciates your performance related to management activity.**

**TABLE: 4.19**

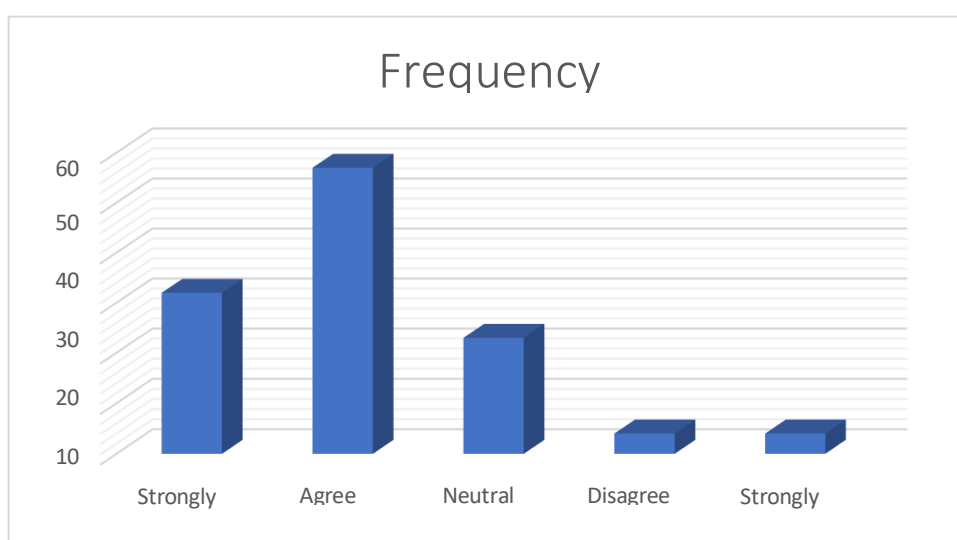
| <b>S. No</b> | <b>Motivates or Appreciates</b> | <b>Frequency</b> | <b>Percentage of Respondents</b> |
|--------------|---------------------------------|------------------|----------------------------------|
| <b>1</b>     | <b>Strongly Agree</b>           | <b>32</b>        | <b>26.7</b>                      |
| <b>2</b>     | <b>Agree</b>                    | <b>57</b>        | <b>47.5</b>                      |
| <b>3</b>     | <b>Neutral</b>                  | <b>23</b>        | <b>19.2</b>                      |
| <b>4</b>     | <b>Disagree</b>                 | <b>4</b>         | <b>3.3</b>                       |
| <b>5</b>     | <b>Strongly Disagree</b>        | <b>4</b>         | <b>3.3</b>                       |
|              | <b>Total</b>                    | <b>120</b>       | <b>100</b>                       |

**Source: Primary data**

**INTERPRETATION:**

It is observed that the form of 26.7%, 47.5%, 19.2%, 3.3% and 3.3% of the respondents of the Supervisor motivates and appreciates the employee of their activity.

Chart showing that Supervisor motivates or appreciates of Respondents.



**CHART: 4.1.19**

20.Receive any increment in your salary after performance Appraisal.

**TABLE: 4.20**

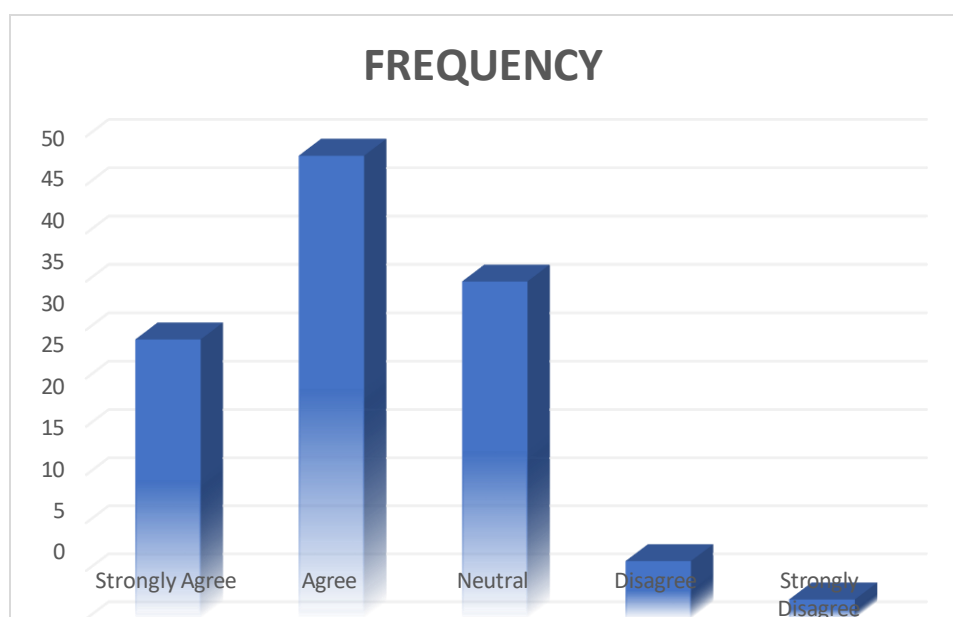
| S. No | Increment in salary | Frequency  | Percentage of Respondents |
|-------|---------------------|------------|---------------------------|
| 1     | Strongly Agree      | 29         | 24.2                      |
| 2     | Agree               | 48         | 40                        |
| 3     | Neutral             | 35         | 29.2                      |
| 4     | Disagree            | 6          | 5                         |
| 5     | Strongly Disagree   | 2          | 1.7                       |
|       | <b>Total</b>        | <b>120</b> | <b>100</b>                |

**Source: Primary data**

**INTERPRETATION:**

It is observed that the of 24.2%, 40%, 29.2%, 5% and 1.7% for the increment of the salary after Performance Appraisal.

Chart showing that Receive any increment in your salary after performance Appraisal of Respondents.



**CHART: 4.1.20**

21. Training programmers are effective for individual and organizations development.

**TABLE: 4.1.21**

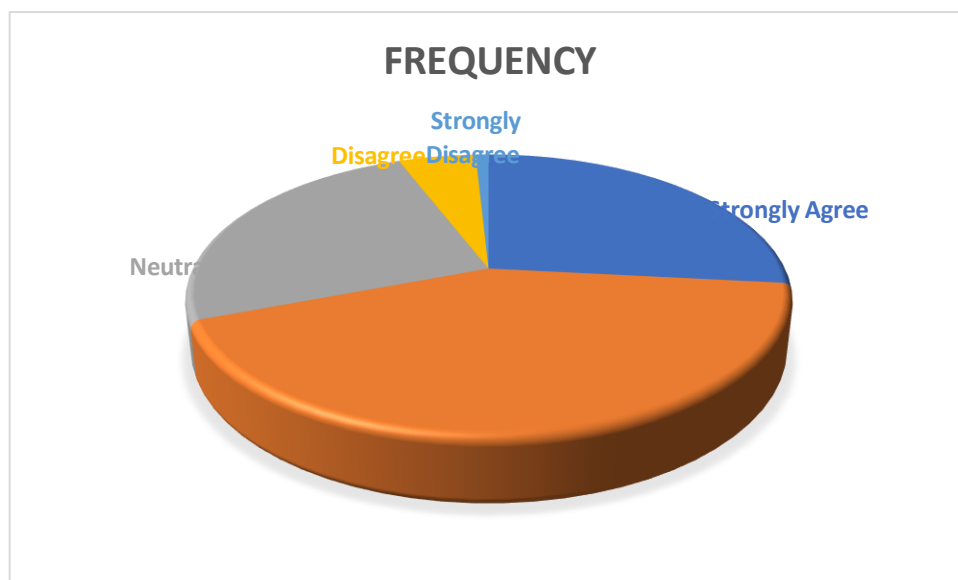
| S. No | Training programmers | Frequency | Percentage of Respondents |
|-------|----------------------|-----------|---------------------------|
| 1     | Strongly Agree       | 32        | 26.7                      |
| 2     | Agree                | 51        | 42.5                      |
| 3     | Neutral              | 30        | 25                        |
| 4     | Disagree             | 6         | 5                         |
| 5     | Strongly Disagree    | 1         | 0.8                       |
|       | Total                | 120       | 100                       |

**Source: Primary data**

**INTERPRETATION:**

It is observed that the opinion 26.7%, 42.5%, 25%, 5% and 0.8% of the respondents of the training program is effective one.

Chart showing that effective for individual and organizations development.



**CHART: 4.1.21**

## 22.Promotions are purely based on performance appraisal.

**TABLE: 4.1.22**

| S. No | Promotions are purely | Frequency | Percentage of Respondents |
|-------|-----------------------|-----------|---------------------------|
| 1     | Strongly Agree        | 21        | 17.5                      |
| 2     | Agree                 | 49        | 40.8                      |
| 3     | Neutral               | 34        | 28.3                      |
| 4     | Disagree              | 13        | 10.8                      |
| 5     | Strongly Disagree     | 3         | 0.8                       |
|       | Total                 | 120       | 100                       |

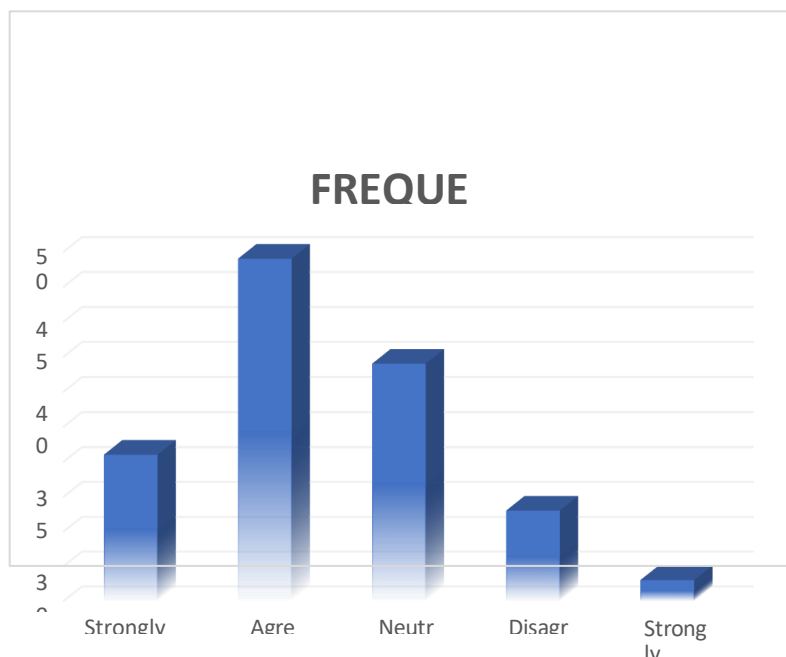
**Source: Primary data**

### **INTERPRETATION:**

It is observed from the table of 17.5%, 40.8%, 28.3%, 10.8% and 0.8% of the respondents are promotions are purely based on performance appraisal.

Chart showing that Promotions are purely of Respondents

**CHART 4.1.22**



### 23. Transfer and dismissal are based on performance appraisal.

**TABLE: 4.1.23**

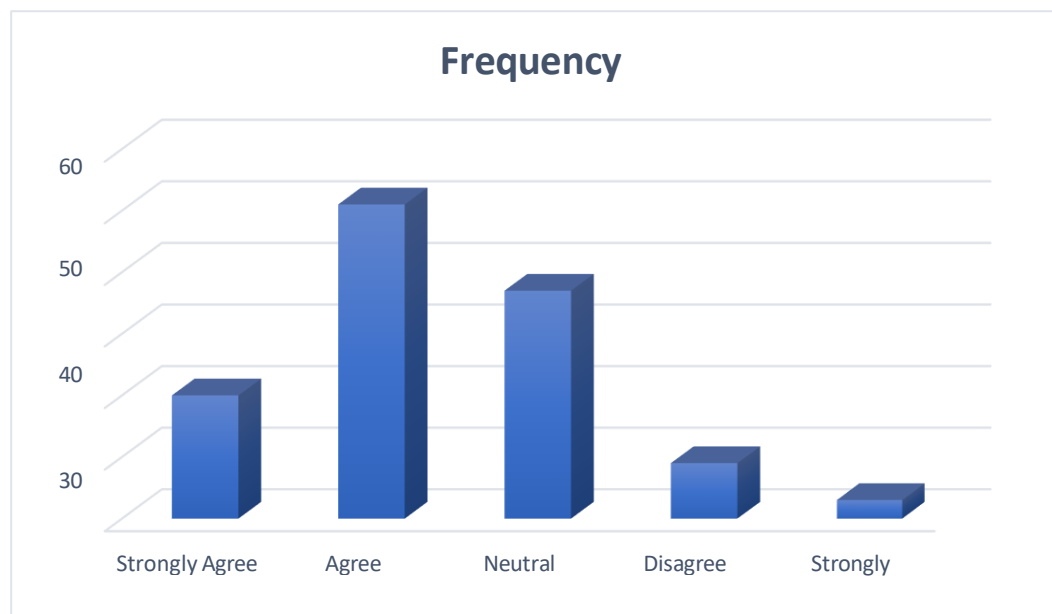
| S. No | Transfer and dismissal | Frequency | Percentage of Respondents |
|-------|------------------------|-----------|---------------------------|
| 1     | Strongly Agree         | 20        | 16.7                      |
| 2     | Agree                  | 51        | 42.5                      |
| 3     | Neutral                | 37        | 30.8                      |
| 4     | Disagree               | 9         | 7.5                       |
| 5     | Strongly Disagree      | 3         | 2.5                       |
|       | Total                  | 120       | 100                       |

**Source: Primary data**

#### **INTERPRETATION:**

It is observed from the of 16.7%, 30.8%, 7.55% and 2.5% of the respondents for t the Transfer and dismissal.

**CHART 4.1.23**



## 4.2 MEAN AND STANDARD DEVIATION:

| Variables                | Mean | Std. Deviation |
|--------------------------|------|----------------|
| Transfer                 | 2.31 | 1.269          |
| Training and development | 2.40 | 1.293          |
| Colleague support        | 2.32 | 1.304          |
| Promotion                | 2.85 | 1.638          |
| Salary increment         | 2.43 | 1.288          |
| Supervisor               | 2.37 | 1.384          |
| Grievances               | 2.33 | 1.299          |
| Method                   | 2.48 | 1.263          |
| Strength and weak        | 2.36 | 1.282          |
| Honesty level            | 2.38 | 1.317          |
| Attendance               | 2.52 | 1.372          |
| Punctuality              | 2.67 | 1.380          |

### **INFERENCES:**

The variable that had the highest was promotion with mean of 2.85.

The variable that had the lowest was Transfer with mean of 2.31.

#### 4.3 ONE-WAY ANOVA:

| <b>ANOVA</b>  |                     |                |     |             |       |       |
|---------------|---------------------|----------------|-----|-------------|-------|-------|
|               | Source of Variation | Sum of Squares | df  | Mean Square | F     | Sig.  |
| Punctuality   | Between Groups      | 0.142          | 1   | 0.142       | 0.074 | 0.786 |
|               | Within Groups       | 226.524        | 118 | 1.920       |       |       |
|               | Total               | 226.667        | 119 |             |       |       |
| Attendance    | Between Groups      | 13.176         | 1   | 13.176      | 7.376 | 0.008 |
|               | Within Groups       | 210.791        | 118 | 1.786       |       |       |
|               | Total               | 223.967        | 119 |             |       |       |
| Honesty level | Between Groups      | 0.980          | 1   | 0.980       | 0.563 | 0.455 |
|               | Within Groups       | 205.387        | 118 | 1.741       |       |       |
|               | Total               | 206.367        | 119 |             |       |       |

| <b>Age group</b> |                   |                   |                 |
|------------------|-------------------|-------------------|-----------------|
| <b>Variables</b> | <b>Observed N</b> | <b>Expected N</b> | <b>Residual</b> |
| 18-25            | 61                | 24.0              | 37.0            |
| 35-45            | 40                | 24.0              | 16.0            |
| 25-35            | 11                | 24.0              | -13.0           |
| Above 45         | 5                 | 24.0              | -19.0           |

|              |            |      |       |
|--------------|------------|------|-------|
| Below 18     | 3          | 24.0 | -21.0 |
| <b>Total</b> | <b>120</b> |      |       |

| Test Statistics    |           |              |
|--------------------|-----------|--------------|
|                    | Age group | Income level |
| Chi-Square         | 108.167   | 7.400        |
| df                 | 4         | 2            |
| Assumption<br>Sig. | 0.000     | 0.025        |

- a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.0.
- b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 40.0.

## CHAPTER 5

### FINDINGS AND SUGGESTIONS

#### 5.1 FINDING:

In this study our primary objective of the research is find out the Effectiveness of Performance Appraisal of employees in “Kaleesuwari Refinery Private Limited” & I collect the data with the help of Questionnaire and 50 respondents out of 200 employees. I have interfered the below findings and formulated some suggestions based on the survey.

- ☐ Gender of the respondents is observed that 62.5% of respondents are male and 37.5% of respondents are female.
- ☐ Age of respondents is observed that 2.5%, 50.83%, 32.5%, 10% and 4.16% of Below 18 to Above 30.
- ☐ Area of respondents is observed that 68.3% of respondents are Rural and 31.7% of respondents are Urban.
- ☐ Family structure status is observed that 76.7%of respondents are Nuclear and 23.3% of respondents are Joint.
- ☐ Marital status is observed that 42.5% of respondents are Married and 57.5% of respondents are Unmarried.
- ☐ It is observed that 10%of respondents are Production, 33.3% of HR and 56.7% are Others for the Respondents.
- ☐ It is observed that 5%, 4.2%, 46.7% and 44.2%, of respondents for the Education.
- ☐ It is observed that 40%of respondents are 10000-20000, 38.3% of respondents are 20000-30000 and 21.7% of are Above 30000 of the Respondents.
- ☐ It is observed that of respondents are 73.3% and 26.7% of the Appraised for the Organization.
- ☐ It is observed that the 30.8%, 20.8%, 37.5% and 10.8% for the respondents for the Performance is Appraised.
- ☐ It is observed that 33.3%, 23.3%, 25%, 14.2% and 4.2% for the respondents for the Appraising the performance in different methods.
- ☐ It is observed that 43.3%, 37.5%, 15.8%, 2.5% and 0.8% of the respondents for the

Punctual to your Work for the Opinion.

- ☐ It is Observed that the 35.8%, 43.3%, 20%, and 0.8% for the respondents for the appraisal that match the attendance record.
- ☐ It is Observed that 27.5%, 44.2%, 25%, 2.5% and 0.8% for the respondents in Appraisal frank in discussion for Employee and Employer.
- ☐ It is observed that the respondents of the strength and weakness is 25%, 43.3%, 2.58%, 8.5% and 0.8% of this Respondents.
- ☐ It is observed that the respondents as 26.7%, 38.3%, 29.2%, 5% and 0.8% of the respondents for Understanding the performance appraisal.
- ☐ It is observed that the form of 23.3%, 44.2%, 25.8%, 5% and 1.7% of the respondents of the grievance of the employees.
- ☐ It is observed that the form of 20.8%, 44.2%, 26.7%, 5.8% and 2.5% of the performance of appraisal related to the work.
- ☐ It is observed that the form of 26.7%, 47.5%, 19.2%, 3.3% and 3.3% of the respondents of the Supervisor motivates and appreciates the employee of their activity.
- ☐ It is observed that the of 24.2%, 40%, 29.2%, 5% and 1.7% for the increment of the salary after Performance Appraisal.

It is observed that the opinion 26.7%, 42.5%, 25%, 5% and 0.8% of the respondents of the training program is effective one.

## **5.2 SUGGESTIONS:**

- ☐ Implement more methods of performance appraisal and update the employees about the type of method used for performance appraisal.
- ☐ More opportunities should be provided for expressing their ideas & plans to implement their level performance.
- ☐ Suggestions could be obtained from employee regarding framing the performance appraisal system.

## **5.3 CONCLUSION**

Effectiveness of Performance of Appraisal may be understood as the

assessment of an individual's performance in a systematic way. The performance being measured against such factors as self-discipline, quality of work, Team work regards and the like. It also helps in developing strength and rectifies weakness of the employees.

Kaleesuwari Refinery Private Limited is Conducting Effectiveness of Performance of Appraisal from the past years from its formation. Employees were cooperation and fully supporting the performance appraisal in the institution & it was found to be highly effective in the employee's Performance.

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## WEBSITE:

1. [www.kaleesuvari.com](http://www.kaleesuvari.com)
2. [www.managementstudy.com](http://www.managementstudy.com)

## APPENDIX (QUESTIONNAIRE)

1. Name: \_\_\_\_\_
2. Gender: Male ☐ Female ☐
3. Age: Below 18 ☐ 18-25 ☐ 25-35 ☐  
35-45 ☐ 45-65 ☐ Above 65 ☐
4. Area of Residence: Rural ☐ Urban ☐ Semi-Urban ☐
5. Family Structure: Nuclear ☐ Joint ☐
6. Marital Status: Married ☐ Unmarried ☐
7. Department: Production ☐ HR ☐ Others ☐
8. Education: SSLC ☐ HSC ☐ UG ☐ PG ☐
9. Income: Below 10000 ☐ 10000-20000 ☐ 20000-30000 ☐ Above 30000 ☐
10. Have you ever been appraised within organization?
  - a) Yes
  - b) No
11. How frequently your performance is appraised?
  - a) Monthly
  - b) Quarterly
  - c) Annually
  - d) Semi-Annually
12. Which of the methods is used for appraising your performance?
  - e) Ranking method
  - f) Face to face discussions
  - g) Feedback mechanism
  - h) Written statement method

i) Others (specify)

**On the basis of your prior experience performance appraisal system, please answer following questions on the scale:1-Strongly Agree, 2-Agree, 3-Neutral, 4-Disagree, 5-Strongly agree.**

| S. No |                                                                                                                | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|-------|----------------------------------------------------------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| 13    | You have been <b>punctual</b> to your work                                                                     |                |       |         |          |                   |
| 14    | Does your performance appraisal match the <b>attendance</b> record?                                            |                |       |         |          |                   |
| 15    | The appraisal system provides for a frank discussion ( <b>Honestly level</b> ) between Employee and employees? |                |       |         |          |                   |
| 16    | The performance appraisal system helps to identify the <b>strength</b> and <b>weakness</b> of the employee?    |                |       |         |          |                   |
| 17    | Do you easy to understand your performance appraisal <b>method</b> ?                                           |                |       |         |          |                   |
| 18    | The performance appraisal is helpful in reducing <b>Grievance</b> among the employees?                         |                |       |         |          |                   |
| 19    | Your <b>Colleagues</b> support for increasing your performance appraisal related to the work?                  |                |       |         |          |                   |
| 20    | <b>Supervisor</b> motivates or appreciates your performance related to management activity?                    |                |       |         |          |                   |
| 21    | Do you receive any <b>increment in your salary</b> after performance Appraisal?                                |                |       |         |          |                   |

|    |                                                                                        |  |  |  |  |  |
|----|----------------------------------------------------------------------------------------|--|--|--|--|--|
| 22 | <b>Training</b> programmers are effective for individual and organizations development |  |  |  |  |  |
|----|----------------------------------------------------------------------------------------|--|--|--|--|--|

|    |                                                                                 |  |  |  |  |  |
|----|---------------------------------------------------------------------------------|--|--|--|--|--|
| 23 | <b>Promotions</b> are purely based on performance appraisal.                    |  |  |  |  |  |
| 24 | Do you receive constructive <b>feedback</b> from your boss throughout the year? |  |  |  |  |  |
| 25 | <b>Transfer</b> and <b>dismissal</b> are based on performance appraisal.        |  |  |  |  |  |

26. Comment your experience in performance appraisal process in your organizations

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