

“A STUDY AND ANALYSIS OF EMPLOYEE’S PERFORMANCE APPRAISAL IN IT SECTOR”

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION



BY

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SATHYABAMA

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

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**INSTITUTE OF SCIENCE AND TECHNOLOGY
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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the BONAFIDE work of

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ABSTRACT

The objective of this research project is to evaluate the effectiveness of performance appraisal systems in organizations. Performance appraisals play a crucial role in assessing employee performance providing feedback, and facilitating employee development. However, there is a need to examine the effectiveness of these appraisal systems and their impact on employee motivation, job satisfaction, and overall organisation performance.

This study employs a systematic approach, combining quantitative surveys and qualitative interview's, to collect data from a diverse sample of organisations across various industries.

This research project contributes to the existing body of knowledge on performance appraisal effectiveness, providing valuable insights for organisations aiming to optimize their appraisal processes. By improving the effectiveness of performance appraisals, organisations can foster employee engagement, development, and overall performance, leading to sustained success and competitive advantage.

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CHAPTER 1

INTRODUCTION

1. INTRODUCTION

1.1 Research Background

Performance appraisal, also known as performance evaluation or performance review, refers to the systematic process of assessing and evaluating an employee's job performance against predetermined criteria and objectives. It involves gathering and analysing information about an employee's accomplishments, skills, abilities, and behaviours in the workplace.

The effectiveness of performance appraisals has been a subject of extensive research in the field of organizational behaviour and human resource management. Performance appraisals serve as a fundamental tool for evaluating employee performance, providing feedback, and guiding performance improvement and development. Understanding and improving the effectiveness of these appraisal systems is crucial for organizations to maximize employee productivity, engagement, and overall organizational performance.

Research on performance appraisal effectiveness aims to understand the factors that contribute to the success or failure of these appraisal systems. It explores the design, implementation, and impact of performance appraisal processes within organizations. Scholars and practitioners seek to identify best practices and strategies to improve the effectiveness of performance appraisals, ensuring they align with organizational goals and enhance employee performance and development.

1.2 The users of performance appraisal

Performance appraisals are used by various stakeholders within organizations to assess and evaluate employee performance.

1.2.1 Supervisors or Managers

They are the key users of performance appraisals. They are responsible for evaluating and providing feedback on employee performance. Performance appraisals help supervisors make decisions regarding promotions, rewards, training, and performance improvement plans. They use the appraisal results to assess individual performance and provide guidance to employees for their development.

1.2.2 Employees

Employees themselves are also users of performance appraisals. They participate in the appraisal process by providing self-assessments, reflecting on their performance, and discussing their strengths and areas for improvement with their supervisors. Performance appraisals offer employees insights into their performance, help them understand expectations, and provide a platform for goal setting and career development discussions.

1.2.3 Human Resources (HR) Professionals

HR professionals play a crucial role in implementing performance appraisal systems within organizations. They provide guidance and support in designing appraisal processes, developing evaluation criteria, and ensuring fairness and consistency. HR professionals often analyse and aggregate appraisal data to identify trends, training needs, and performance patterns across the organization.

1.2.4 Organizational Leaders

Organizational leaders, such as executives and senior management, use performance appraisals to gain insights into the overall performance and capabilities of their workforce. Appraisal results help leaders make strategic decisions, allocate resources, and identify high-potential employees for talent development and succession planning initiatives. Performance appraisals provide valuable information for organizational planning and decision-making.

1.2.5 Peers and Team Members

In some cases, performance appraisals may include input from peers and team members who work closely with an employee. Peer evaluations or 360-degree feedback involve gathering feedback from individuals who interact with the employee on a regular basis. Their input provides a broader perspective on an employee's performance and contributes to a more comprehensive appraisal process.

1.2.6 Training and Development Specialists

Performance appraisals inform training and development initiatives within organizations. Training and development specialists use appraisal data to identify skill gaps, training needs, and areas for improvement. They develop training programs and interventions based on the appraisal results to enhance employee skills and competencies.

1.3 PROBLEM STATEMENT

The problem addressed in this MBA project is the perceived ineffectiveness of the performance appraisal system in an organization. Despite the implementation of a performance appraisal process, there are concerns among employees,

supervisors, and managers about its ability to accurately evaluate performance, provide meaningful feedback, and contribute to employee development and organizational success.

The goal of this MBA project is to analyse the existing performance appraisal system, identify the root causes of its ineffectiveness, and propose recommendations and strategies to enhance its impact. The project aims to develop a more objective, feedback-oriented, and goal-aligned performance appraisal framework that aligns with best practices and organizational objectives. By addressing these issues, the project will contribute to improving employee performance, engagement, and overall organizational success.

The consequences of these issues include reduced employee engagement, demotivation, talent retention challenges, and a negative impact on overall organizational performance. Addressing these concerns is crucial to enhance the effectiveness of the performance appraisal system, improve employee satisfaction, and align individual performance with organizational goals.

1.4 OBJECTIVES OF THE STUDY

- The primary objective of this project is to evaluate and assess employee performance.
- To measure individual performance against established goals, job expectations, and performance criteria.
- To identify and recognize employees' strengths, skills, and competencies. Additionally, they identify areas where employees may need further development or improvement.
- To provide employees with constructive feedback on their performance.
- To facilitate employee growth, enhance performance, and align individual efforts with organizational goals.

- This Project aims to evaluate the effectiveness of the organization's performance appraisal system.

1.5 INDUSTRY PROFILE

* Information technology (IT) is a set of related fields that encompass computer systems, software, programming languages and data and information processing and storage. [1] IT forms part of information and communications technology (ICT). An information technology system (IT system) is generally an information system, a communications system, or, more specifically speaking, a computer system - including all hardware, software, and peripheral equipment operated by a limited group of IT users, and an IT project usually refers to the commissioning and implementation of an IT system.

Although humans have been storing, retrieving, manipulating, and communicating information since the earliest writing systems were developed, the term information technology in its modern sense first appeared in a 1958 article published in the Harvard Business Review; authors Harold J. Leavitt and Thomas L. Whisler commented that "the new technology does not yet have a single established name. We shall call it information technology (IT)." Their definition consists of three categories: techniques for processing,

three categories: techniques for processing, the application of statistical and mathematical methods to decision-making, and the simulation of higher-order thinking through computer programs.

The term is commonly used as a synonym for computers and computer networks, but it also encompasses other information distribution technologies such as television and telephones. Several products or services within an economy are associated with information technology, including computer hardware, software, electronics, semiconductors, internet, telecom equipment, and e-commerce.

Based on the storage and processing technologies employed, it is possible to distinguish four distinct phases of IT development: pre-mechanical (3000 BC 1450 AD), mechanical (1450-1840), electromechanical (1840-1940), and electronic (1940 to present).

Information technology is also a branch of computer science, which can be defined as the overall study of procedure, structure, and the processing of various types of data.

The modern term "Information Technology" was coined by Leavitt and Whisle. In 1958 a Harvard Business Review included, "The new technology does not yet have a single established name. We shall call it information technology."

Information technology is the concept that includes every process of information flow, such as data collection, processing, storage, search, transmission, and reception. In the information society, information technology is one of the most necessary industries. As technology advances day by day, IT has developed into an essential part. It is also attracting future industries. In the future, the use of information technology will be more important in the overall industry. The development of the internet made it possible for the world to be connected. IT will be a power that makes an increasing number of promising occupations and science and technology.

CHAPTER 2

REVIEW OF LITERATURE

2. LIETARURE REVIEW

2.1 REVIEW OF LITERATURE

Definition and Purpose of Performance Appraisal: Performance appraisal refers to the systematic evaluation of an individual's performance in the workplace against predetermined criteria and objectives. Its primary purposes include providing feedback, identifying areas of improvement, facilitating employee development, and linking individual performance to organizational goals.

Traditional Approaches to Performance Appraisal:

Graphic Rating Scales: This traditional method involves rating employees on predefined performance dimensions using a numerical or descriptive scale. It offers simplicity but lacks specificity and tends to be subjective.

Ranking Method: Employees are ranked from highest to lowest based on their performance. While simple, this approach may lead to unhealthy competition and fail to capture nuances in performance.

Modern Approaches to Performance Appraisal:

Behaviourally Anchored Rating Scales: it combines the benefits of qualitative and quantitative approaches. It utilizes specific behavioural examples to assess performance, enhancing objectivity and fairness.

Management by Objectives: it sets mutually agreed-upon objectives between employees and managers. It focuses on setting goals, continuous monitoring, and providing feedback, fostering employee engagement and alignment with organizational objectives.

Cummings (1973) in an article titled,“

A field experimental study of the effects of two performance appraisal system", reported the results of a field experiment designed to test the effects of manipulating several elements of an operative level performance appraisal system.

First, the multi-purposive nature of appraisal in formal organization is discussed. This is followed by a brief overview of the literature on performance appraisal. The design and results of the study at hand are then discussed.

Decotiis and Petit (1978) in their article titled,

“The Performance Appraisal Process: A Model the accuracy of performance ratings. The model indicates that the major determinants of accuracy are: (a) rater motivation; (b) rater ability; and (c) availability of appropriate judgemental norms. Several propositions and suggestions for further research are derived from the components of the model.

Herbert and Doverspike (1990) in their article titled,

"Performance Appraisal in the Training Needs Analysis Process: A Review and Critique" state that a literature review leads to a model for using performance appraisal information in the process of analyzing training needs. The model identifies performance discrepancies, determines causes, and choose interventions based on internal (employee) and external (work environment) factors.(SK)

Miller and Thornton (2006) in their article titled

"How Accurate Are Your Performance Appraisals?" state that accuracy of performance appraisals is very important in public personnel management. they provide "benchmark" data from the research literature. They also provide a method for correcting error in the data so that practitioners' data may be more accurately

evaluated. They also demonstrate the degree to which multiple raters will improve the accuracy of appraisals. Finally, They make suggestions as to how the PPM professional may improve the accuracy of performance ratings based on the research concerning rating versus ranking performance, the supervisors' knowledge of the employee and the number of dimensions being appraised.

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Taylor And Wilsted (1974) in their article titled

"capturing Judgment Policies: A Field Study of Performance Appraisal" used mathematical models of judgement policy for evaluating 625 performance reports during a single rating cycle. Linear and nonlinear analyses are used to describe the cues most important in determining the overall ratings. In addition, performance rating policy is compared with stated policy for each of the 40 raters

2.2 RESEARCH GAP

The focus of the study will be on assessment of design, execution, feedback, participation, parameters of the appraisal system.

The limited research that expressly looks at the long-term effects of appraisal on performance of the employees and organizational results is called the performance appraisal effectiveness project. Although there is literature on performance appraisal, more research is needed to understand its long-term consequences and

how it affects employee motivation, job satisfaction, and organizational performance.

Existing research focuses on the immediate outcomes of performance appraisal, such as short-term performance, changes in employee attitudes and improvement in their performance. However, there is a gap in understanding the long-term effects of appraisal on the employee behaviour & Management outcomes.

By examining the long-term effects of performance appraisal on employee performance and organizational results, the research project intends to close this gap in knowledge. It will look at the long-term impacts of performance reviews on staff morale, fulfilment at work, engagement, and productivity.

CHAPTER 3

RESEARCH METHODOLOGY

3. METHODOLOGY

3.1 PROJECT DESIGN

In a performance appraisal project, primary and secondary data collection methods can be utilized to gather relevant information and descriptive in nature.

3.2 METHODS OF DATA COLLECTION

- Primary data
- Secondary data

3.2.1 PRIMARY DATA

The data was collected from Surveys and Questionnaires, Interviews, Observations,

3.2.2 SECONDARY DATA

For collecting secondary data Existing Organizational Documents, Academic and Industry Research, Online Databases and Publications, Government and Legal Documents

3.3 ASSUMPTIONS, CONSTRAINTS AND LIMITATION

3.3.1 ASSUMPTIONS

The project assumes that participants, including employees and supervisors, will provide honest and accurate responses in surveys and interviews. It assumes that they will not intentionally provide biased or misleading information that could impact the validity of the findings.

The project assumes that the sample of participants, including employees and supervisors, is representative of the broader population within the organization. It assumes that the sample adequately represents diverse perspectives, roles, and levels within the organization.

The project assumes that the organization will provide full cooperation and support in accessing necessary data, resources, and participants for data collection and analysis. It assumes that the organization will value the insights gained from the project and be willing to implement recommended changes.

3.3.2 CONSTRAINTS

The project may face time constraints, limiting the duration for data collection, analysis, and implementation of recommendations.

The availability of resources, such as personnel, funding, and technology, may pose constraints on the project. Limited resources may impact the scale and depth of data collection and analysis, as well as the implementation of recommended changes.

The existing organizational culture and potential resistance to change may pose constraints on the project. If the organization has a strong resistance to altering the performance appraisal system or implementing changes, it may impact the project's ability to bring about significant improvements.

3.3.3 LIMITATION

- limited by the sample size and representativeness of the participants.
- The total number of respondents were only restricted to 102.
- Different evaluators reach similar conclusions, may vary due to differences in interpretation and judgment.
- Employees may resist feedback or be hesitant to provide honest selfassessments.
- Limited resources can affect the scope, depth, and implementation of the project, potentially compromising its effectiveness.

3.4 SAMPLING PLAN

Direct contact and questioning are the sampling techniques. The sample size is 102 employees.

3.5 TOOLS FOR ANALYSIS

Microsoft 365 and Google sheets are used to do data analysis and data visualization.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4. DATA ANALYSIS AND INTERPRETATION 4.1

APPRAISAL REVIEW

Performance Appraisal periodic in various organisations.



Figure 4.1 Appraisal Review

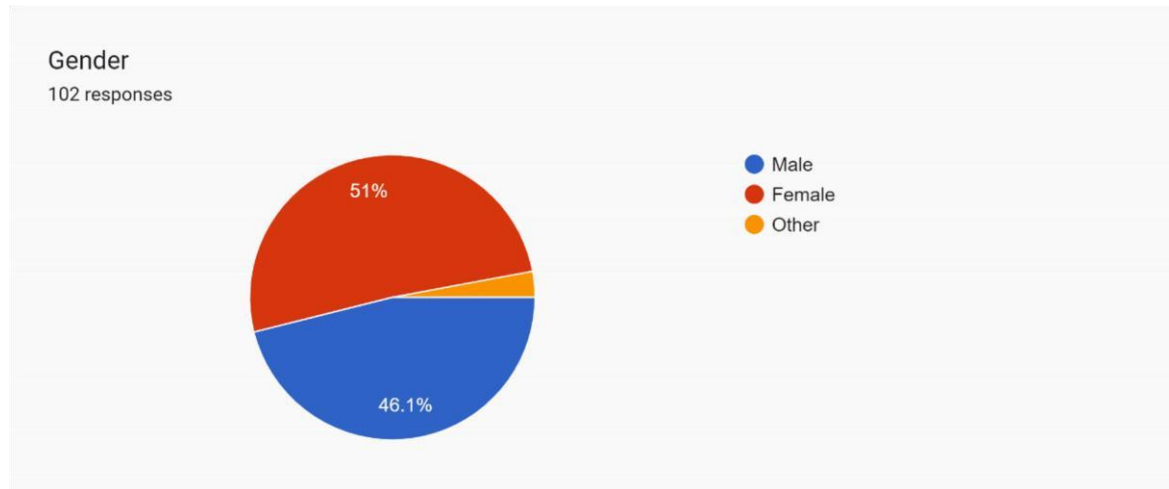
INTERPRETATION:

Most of the respondents have said that they have quarterly review of performance appraisal

4.2 GENDER WISE CLASSIFICATION OF RESPONDENTS

Gender	No. of Respondents	Percentage
Male	47	46.1%
Female	52	51%
Total	102	100

Table 4.2 Gender Classification



INTERPRETATION:

From the above table, it can be inferred that 46.1% of the respondents are Male and 51% are female.

4.3 AGE WISE CLASSIFICATION OF RESPONDENTS

Age	No of Respondents	Percentage (%)
18 -25	44	43.6%
26 - 35	34	33.7%
36 - 45	24	23.8
TOTAL	102	100

Table 4.3 Age Classification

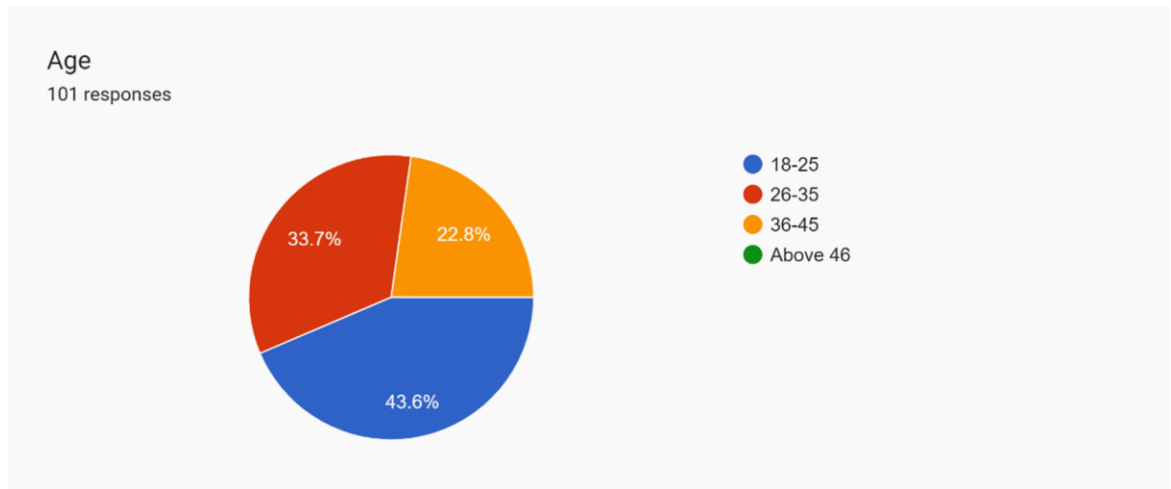


Figure 4.3 Age Classification **INTERPRETATION:**

From the above table it can be inferred that 43.6 % of the respondents are in the age of 18-25 age and 33.7 % of the respondents are 26-35 age and 23.8 % of the respondents are in age of 36-45.

4.4 EXPERIENCE WISE CLASSIFICATION OF RESPONDENTS

Experience	No. of Respondents	Percentage
Below 1 years	27	26.7%
1-3 Years	30	29.7%
3-5 Years	18	17.8%
5-10 Years	22	21.8%
10-15 Years	4	3.2%
Total	102	100

Table 4.4 Experience wise

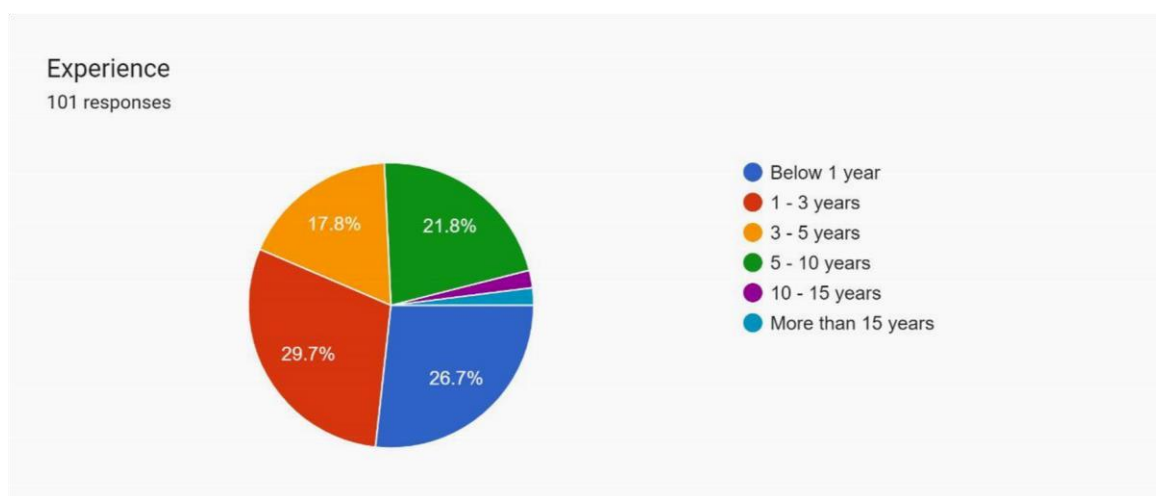


Figure 4.4 Experience wise

INTERPRETATION:

From the above table it can be inferred that 26.7% of the respondents are having less than 1 year of experience. 29.7% of the respondents are having 1-3 years of experience. 17.8% of respondents are having 3-5 years of experience. 21.8% of respondents have 5-10 years of experience. 3.2% of the respondents are having 10-15 years of experience.

4.5 EDUCATIONAL QUALIFICATION OF RESPONDENTS

EDUCATIONAL QUALIFICATION	No. of Respondents	Percentage (%)
UG Degree	34	33.3%

PG Degree	50	49%
Diploma	17	16.7%
Professional	1	1%
Total	102	100

Table 4.5 Education Qualification

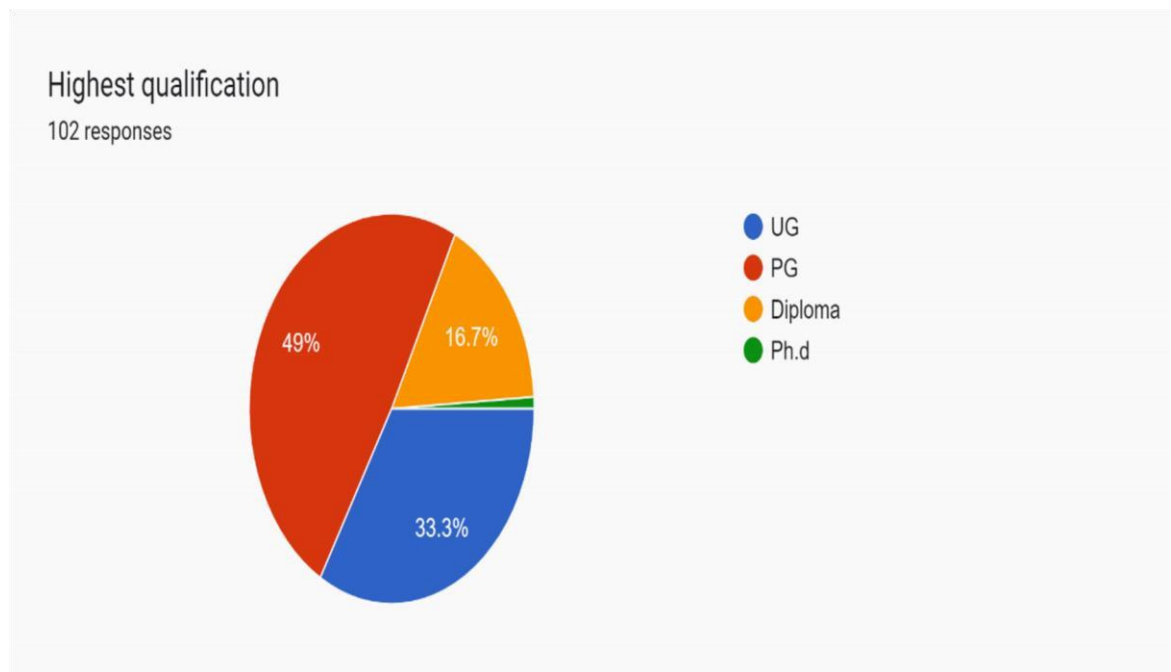


Figure 4.5 Education Qualification

From the above table it can be inferred that 33.3% respondents are UG holders 49% are PG holders. Diploma is 16.7% and professional degree holders are 1%.

4.6 RECEIVING FEEDBACK ON JOB PERFORMANCE

Job Performance Feedback	No. of Respondents	Percentage (%)
Very Often	25	24.5%
Often	39	38.2%
Rarely	24	23.5%
Sometimes	14	13.5%
Total	102	100

Table 4.6 Job Performance Feedback

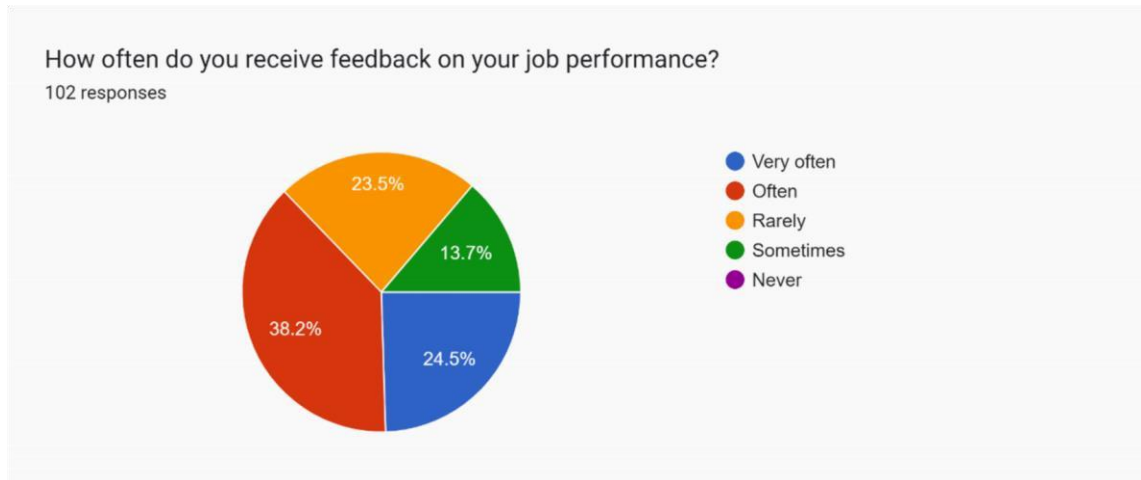


Figure 4.6 Performance Feedback

From the above table it can be inferred that 38.2% Respondents are Often gets feedback on job performance. 24.5% very often receives feedback. 13.7% respondents sometimes receive feedback and 23.5% Respondents are rarely receiving feedback on job performance.

4.7 THUS THE APPRAISAL SYSTEM SUPPORTS THE PROFESSIONAL DEVELOPMENT OF THE RESPONDENTS

Professional Development	No. of Respondents	Percentage (%)
Agree	58	56.8%
Neutral	31	30.7%
Strongly disagree	12	11.9%
Total	102	100

Table 4.7 Supports professional development

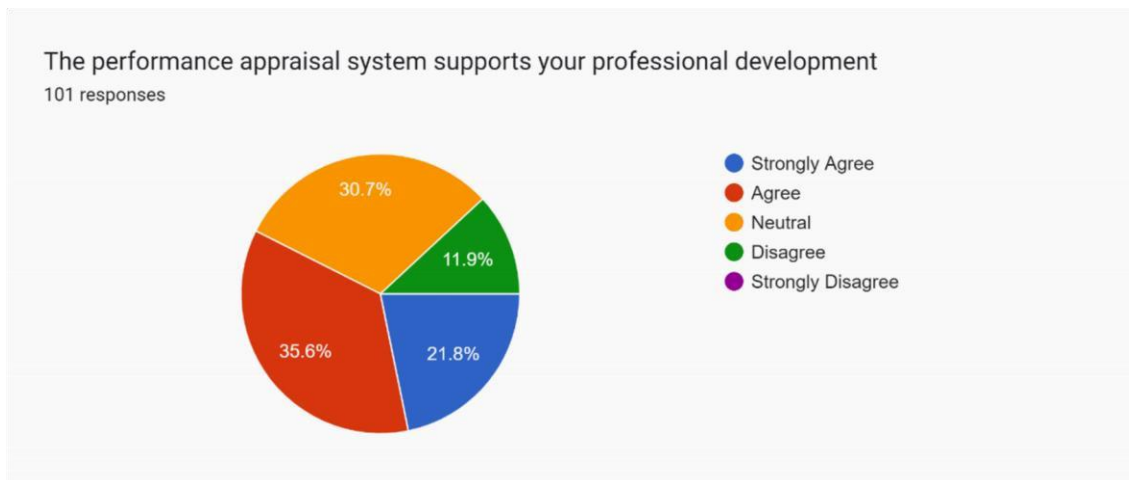


Figure 4.7 Supports professional development

INTERPRETATION:

From the above table it can be inferred that 56.8% respondents have agreed that Performance appraisal system supports their professional development. 30.7% are Neutral and 11.9% have strongly agreed that performance appraisal system supports Their professional development.

4.8 MOTIVATIONAL FACTOR FOR THE RESPONDENTS IN THEIR ORGANISATION

Motivational Factor	No. of Respondents	Percentage (%)
Agree	33	32.7%
Neutral	36	35.6%
Strongly Agree	24	23.8%

Disagree	9	8.8%
Total	102	100

Table 4.8 Motivational Factor

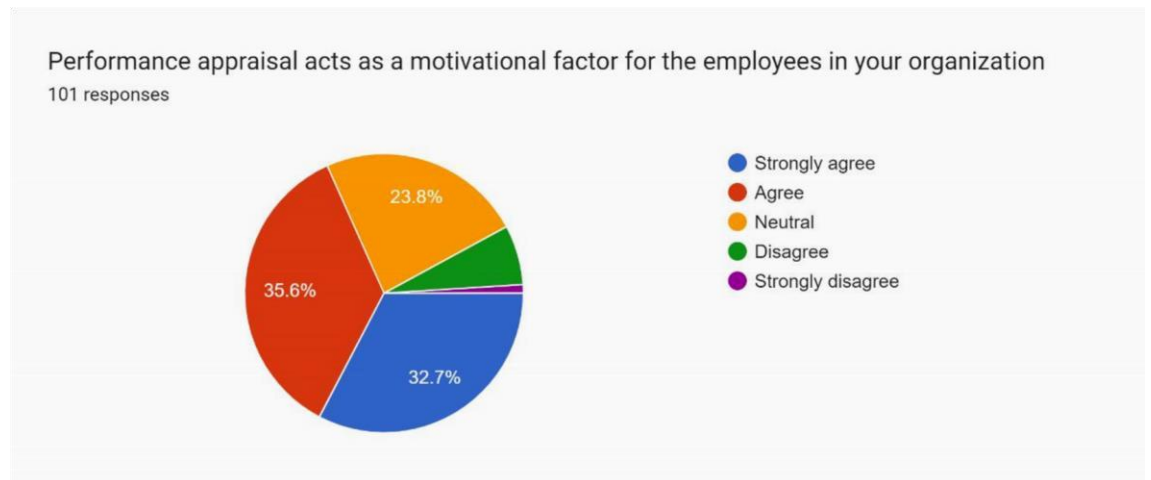


Figure 4.8 motivational Factor

From the above table it can be inferred that 32.7% of respondents have agreed that Performance appraisal acts as a motivational factor for them. 23.8% of respondents strongly agrees. where 35.6% respondents have a neutral and 8.8% respondents have disagreed agreed that Performance appraisal acts as a motivational factor for them.

4.9 DURATION OF PERFORMANCE APPRAISAL CONDUCTED

When performance Appraisal conducted	No. of Respondents	Percentage (%)
--------------------------------------	--------------------	----------------

During working Hours	66	64.7%
During non-working hours	36	35.2%
Total	102	100

Table 4.9 Performance Appraisal Duration

INTERPRETATION:

From the above table it can be inferred that 64.7% of the respondent's performance appraisal is conducted during working hours and 35.2 % of Respondents Performance Appraisal is conducted during non-working hours.

4.10 360-DEGREE PERFORMANCE APPRAISAL HELPS PEOPLE TO SET AND ACHIEVE MEANINGFULL MISSIONS AND GOALS

Motivational Factor	No. of Respondents	Percentage (%)
Yes, I do	89	88.1%
No, I don't feel so	13	11.9%
Total	102	100

Table 4.10 360-Degree Performance appraisal Helps to achieve missions and

goals

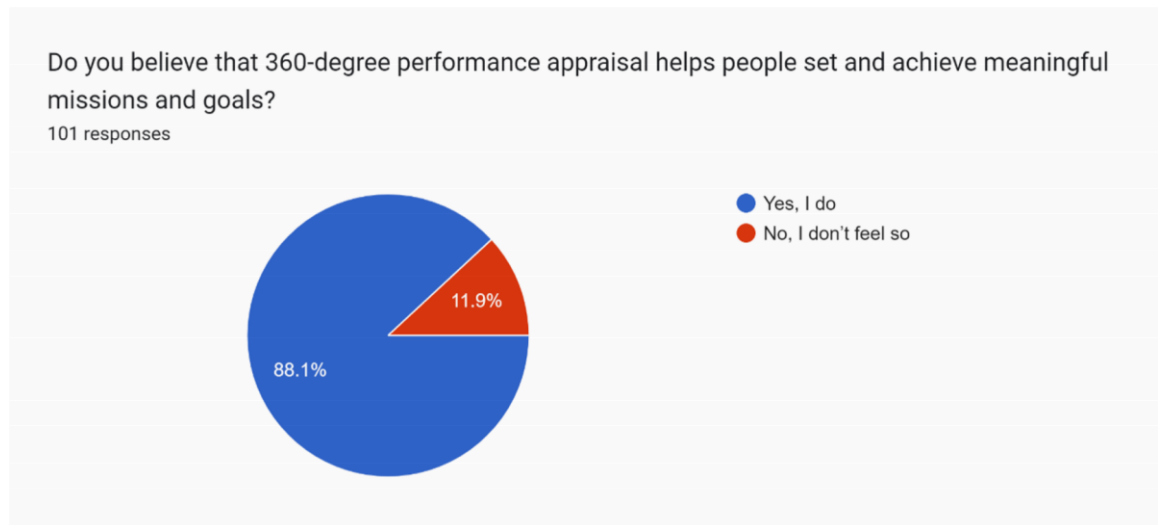


Figure 4.10 360-Degree Performance appraisal Helps to achieve missions and goals

INTERPRETATION:

From the above table, it can be inferred that 88.1% of the respondents feels 360degree performance appraisal helps them to set and achieve meaningful missions and goals while 11.9% feel it not help them.

4.11 PERFORMANCE APPRAISAL SYSTEM RELATED TO THEIR OPINION

Appraisal system	No. of Respondents	Percentage (%)
Retention of Employees	30	30%
Recruitment System	35	35%

Organizational Culture	20	20%
Motivation	14	14%
Partiality and personal opinion of managers	3	1%
Total	102	100

Table 4.11 Opinion on Performance appraisal

In your opinion, the performance appraisal system of your organization is related to which of the following?

100 responses

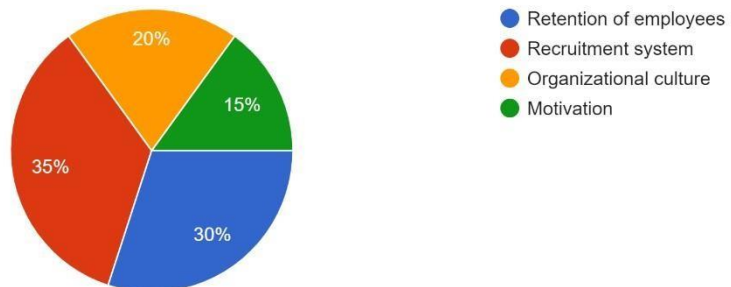


Figure 4.11 Opinion on Performance appraisal

INTERPRETATION:

From the above table, it can be inferred that the Performance Appraisal system of respondent's organization is related to their opinion of Retention of Employees is 30%, recruitment system is 35%, organizational culture is 20%, motivation is 14%, Partiality and personal opinion of managers is 1%.

4.12 SALARY INCREMENT AFTER APPRAISAL

Salary increment	No. of Respondents	Percentage (%)
Yes	79	80.6%
No	23	22.5%
Total	102	100

Table 4.12 salary Increment after Appraisal

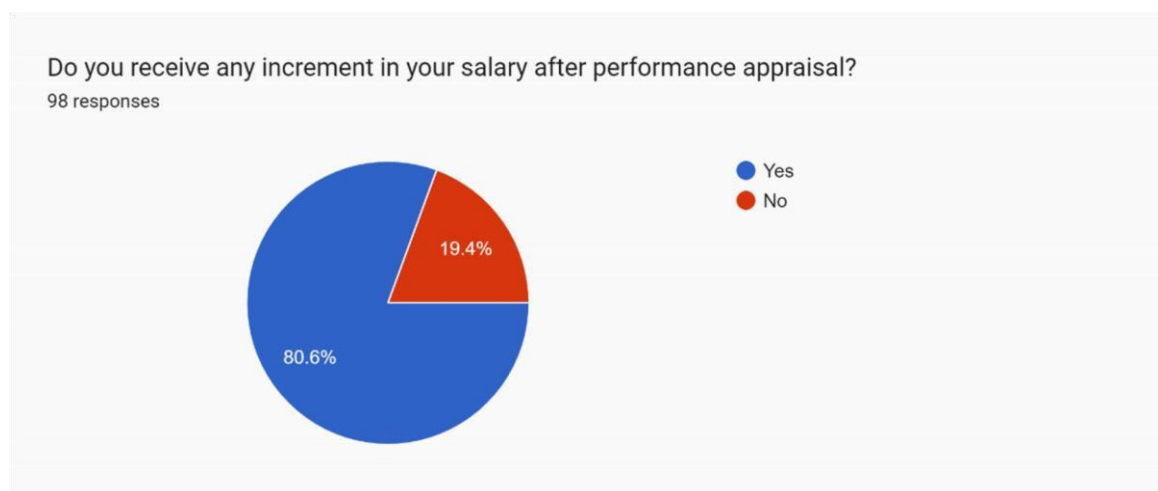


Figure 4.12 salary Increment after Appraisal **INTERPRETATION:**

From the above table, it can be inferred that 80.6% of the respondents feels performance appraisal helps them increase in salary while 22.5% feel it not help them.

4.13 COMMUNICATION BETWEEN THE EMPLOYEES AND MANAGERS

BY COMPETENCY MAPPING

Improves competency	No. of Respondents	Percentage (%)
Agree	29	29%
Neutral	33	33%
Strongly Agree	32	32%
Disagree	5	5%
Strongly Disagree	3	1%
Total	102	100

Table 4.13 Communication Between Employees and Managers

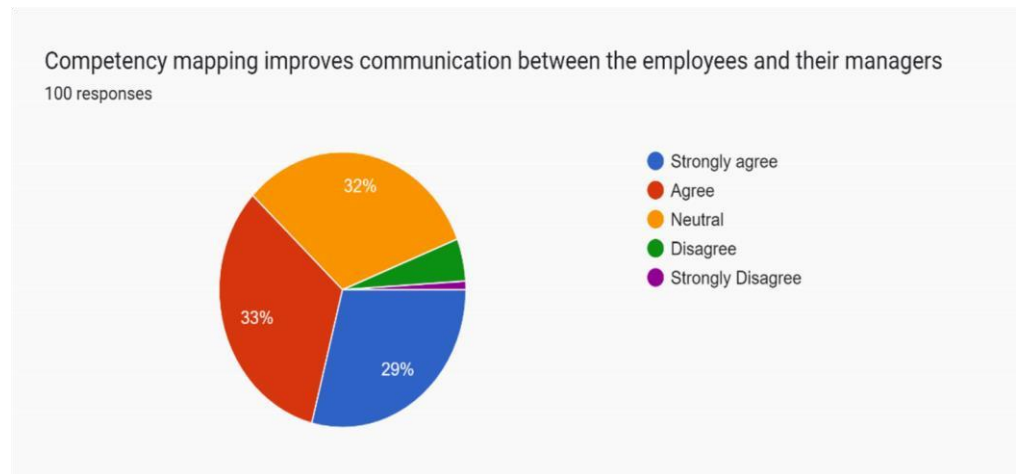


Figure 4.13 Communication Between Employees and Managers

INTERPRETATION:

From the above table, it can be inferred that 29% respondents agree that the competency mapping improves the communication between the manager and the employees. While 33% have neutral, 32% strongly agrees, where 5% respondents disagree and 1% of respondents strongly disagree.

CHAPTER 5

CONCLUSION

5.CONCLUSION

5.1 Introduction

This chapter covers the summary, conclusions and recommendations resulting from the discussions on the data gathered from the respondents of the study.

5.2 Summary of Findings

1. (51%) of responses are from female.
2. (43.6%) of responses are belong to the of age 18-25 3.
(29.7%) of the respondents have 1-3 years of job experience
4. High Level (49%) of the respondents is PG Graduates.
5. (38.2%) of responses, receives feedback on their job performance
6. More number of respondents agrees that PM system supports their professional development.
7. (35.6%) of agrees that Performance appraisal acts as a motivational factor for the employees their organization
8. For (88.1%) of the respondents, superiors are in charge of conducting the performance evaluation.360-degree performance appraisal helps the most of the respondents to achieve the goals and objectives.
9. According to the respondent's organization, (64.7%)of the respondent's performance appraisal is conducted during working hours
10. Mostly the Performance Appraisal system of the respondent's organization is related to Recruitment system on their opinion.
11. Majority of respondents (80.6%) says yes, they get increment in salary after performance Appraisal.

12.(33%) Respondents agrees that competency mapping helps to improve communication between the employees and the managers.

5.3 SUGGESTIONS

1. Objective of conducting the performance appraisal could be discussed and doubts can be clarified
2. Performance appraisal could be updated regularly to match individual and organizational goals.
3. The appraiser must be familiarized with the employee's job responsibilities and duties before conducting performance appraisal.
4. Feedback on performance could be discussed through formal or informal meetings.
5. Performance appraisal can be developed so as to identify the hidden talent and skills of employees.
6. Appraisal feedback is very important in any performance appraisal program. It could be carefully communicated by making high performers increase their target and low performers to build up their confidence
7. The Performance Evaluation Process should start before one month, it will help in proper analysing of the employee's performance.
8. Suggestion could be obtained from employees regarding framing the performance appraisal system.
9. Appropriate and experienced appraiser can be appointed for effective performance appraisal results.

5.4 CONCLUSION

The project on performance appraisal effectiveness has shed light on the importance of a well-designed and well-executed performance appraisal system in the various organizations.

This project has demonstrated that a well-implemented performance appraisal system positively influences employee performance. When employees receive regular feedback, clear performance expectations, and opportunities for development, they are more motivated and engaged, leading to improved performance outcomes.

The importance of matching organizational goals with performance evaluation has been highlighted by the research. Employees are more aware of how their individual contributions affect the success of the company when performance criteria and measurements are closely linked to strategic goals. Employee purpose and accountability are fostered by this alignment.

Effective performance appraisals require open and constructive communication between managers and employees. Providing timely and specific feedback helps employees understand their strengths and areas for improvement. It also allows for discussions on goal setting, performance expectations, and career development, enhancing employee engagement and performance.

The analysis has shown that providing training and development opportunities to both managers and employees is crucial for the success of performance appraisal systems. Managers need training on how to effectively conduct performance appraisals, provide feedback, and coach

employees. Employees can benefit from training on self assessment, goal setting, and acquiring the necessary skills for their professional growth.

Performance appraisal may be understood as the assessment of an individual's performance in a systematic way. The performance being measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, cooperation, judgment, versatility, health and the like. It also helps in developing strength and rectifies weakness of the employees.

From the study it has been identified that the performance appraisal is able to identify employees' potential and find the motivating factors of employees. The major drawback is in terms of the appraiser and his knowledge regarding employee's job responsibilities and duties.

People having poor background are given training and provided with jobs. Performance appraisal can be conducted more effectively by using the right tools and properly reviewing and updating the performance appraisal program.

Suggestion from employees and experienced personnel can further enhance and make the performance appraisal an ideal evaluation system.

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ANNEXURES: QUESTIONNAIRE

1.Gender

- Male
- Female
- Others

2.Age

- 18 -25
- 26-35
- 36-45
- Above 46

3.Higest Qualification

- UG

- PG
- Diploma
- Ph. d

4.Designation -----

5.Experience

- Below one year
- 1-3 Years
- 3-5 years
- 5-10 Years
- 10-15 Years
- More than 15 Years

6. Annual CTC

- 1-3 LPA
- 3-5 LPA • 5-7 LPA
- 7-10 LPA
- 10-15LPA
- Above 15 LPA

7.Company name -----

8. Which of the following economic sector best described your organization?

- Public sector
- Private sector

9.On what basis the performances appraisal is reviewed in your organization?

-
- Monthly
- Quarterly
- Half- yearly
- Annually

10.How often do you receive feed-back on your job performance?

- Very often
- Often
- Rarely
- Some times
- Never

11.Which method of performance appraisal is implemented in your organization?

- Merit
- Grading

12.The performance appraisal system supports your professional development.

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

13.The performance appraisal process is fair an objective in your organization.

- Strongly agree
- Agree
- Neutral

-
- Disagree
- Strongly disagree

14.The following steps are involved in the performance appraisal process in your organization.

Rows

- Planning and preperation
- Performance management
- Feed back and coaching
- Add rows-----

Columns

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree
- Add columns-----

15.How satisfied are you in below mentioned objectives of performance appraisal in your organization

- Employee motivation and engagement
- Employee development and career growth
- Rewards and recognition

16.mention the methods that are followed to evaluvate employee performance in your organization

-
- Self assessment YES NO
- Peer evaluation YES NO
- Manager assessment YES NO

17. Performance appraisal acts as a motivational factor for the employees in your organization

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

18. Performance appraisal encourages career development in your organization

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

19. On what scale has the competency mapping improved the employee performance

- Least improved
- Most improved

20. The current performance appraisal process provides meaningful feedback for improvement of the employees in your organization

- Strongly agree
- Agree

-
- Neutral
- Disagree
- Strongly disagree

21.competency mapping improving communication between the employees and their managers

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

22.do you receive any increment in your salary after performance appraisal?

- Yes
- No

23.In your opinion the performance appraisal system of your organization is related to which of the following?

- Retention of employees
- Recruitment system
- Organization culture
- Motivation

24.do you believe that 360-degree performance appraisal helps people set and achieve meaningful missionsand goals?

- Yes, I do
- No,I don'tfeel so

-

ANNEXURE 2- DATA SOURCE

WEBSITE

www.performanceappraisal.com www.citehr.com

