

A Study on The Satisfaction Level of Employees Towards the Prevailing Performance Appraisal System in Automobile Industries in Chennai

Submitted in partial fulfilment of the requirements for the award of

Master of Business Administration

by

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SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY(DEEMED TO BE UNIVERSITY)
Accredited with Grade “A” by NAAC I 12B Status by UGC I Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

April – 2022



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SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of RAGHAVENDRA A (40410131) who carried out the project entitled **A Study on The Satisfaction Level of Employees Towards the Prevailing Performance Appraisal System in Automobile Industries in Chennai** under my supervision from January 2022 to March 2022.

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submitted for viva voce held on _____

INTERNAL EXAMINER

EXTERNAL EXAMINER

DECLARATION

I RAGHAVENDRA A (40410131) hereby declare that the Project Report entitled **A Study on The Satisfaction Level of Employees Towards the Prevailing Performance Appraisal System in Automobile Industries in Chennai** done by me under the guidance of **DR. UMAMAHESWARI** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:CHENNAI

SIGNATURE OF THE CANDIDATE

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ABSTRACT

performance evaluation is a major measure adopted by the organizations in evaluating the quantitative and qualitative contributions rendered by their employees. The competitive and employee-oriented business world has now joined hands with the HR department in assisting and managing employee performance. Psycho-social factors of employees would be considered at various managerial levels for enhancing employees' job performance. Job satisfaction is such a psychological attribute, whose contribution to the concept of employee performance is much more. A satisfied employee would have an emotional bond with the organization and takes pride in their membership, which paves way to keep up industrial integrity and a high morale. This is an exploratory research, attempting to discover how the dimensions of job satisfaction are significantly related to the job performance of an employee.

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CHAPTER – 1

1.INTRODUCTION

1.1 INTRODUCTION

Performance Appraisal

Once the employee has been selected, trained and motivated, he is then appraised for his performance. Performance Appraisal is the step where the Management finds out how effective it has been at hiring and placing employees. If any problems are identified, steps are taken to communicate with the employee and remedy them. Performance Appraisal is a process of evaluating an employee's performance in terms of its requirements. It is also defined as the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed, for purposes of administration including placement, selection for promotions, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally.

Importance and Purpose

Performance Appraisal has been considered as the most significant and indispensable tool for an organization, for the information it provides is highly useful in making decisions regarding various personnel aspects such as promotion and merit increases. Performance measures also link information gathering and decision making processes which provide a basis for judging the effectiveness of personnel sub-divisions such as recruiting, selection, training and compensation. Accurate information plays a vital role in the organization as a whole. They help in finding out the weaknesses in the primary areas.

Formal Performance Appraisal plans are designed to meet three needs, one of the organization and the other two of the individual namely:

- They provide systematic judgments to back up salary increases, transfers, demotions or terminations.
- They are the means of telling a subordinate how he is doing and suggesting needed

changes in his behavior, attitudes, skills or job knowledge. They let him know where he stands with the Boss.

- Superior uses them as a base for coaching and counseling the individual.

On the basis of merit rating or appraisal procedures, the main objectives of Employee Appraisal are:

- To enable an organization to maintain an inventory of the number and quality of all managers and to identify and meet their training needs and aspirations.
- To determine increment rewards and to provide reliable index for promotions and transfers to positions of greater responsibility.
- To suggest ways of improving the employee's performance when he is not found to be up to the mark during the review period.
- To identify training and development needs and to evaluate effectiveness of training and development programs.
- To plan career development, human resource planning based potentials.

Summary of the Performance Analysis System

Setting performance standards, observing and providing feedback, and conducting appraisals enables the Team Leader to achieve the best results through managing employee performance. To begin the process, the Team Leader and the employee collaborates on the development of performance standards. The Team Leader then develops a performance plan that directs the employee's efforts toward achieving specific results, to support organizational growth as well as the employee's professional growth.

Discussion of goals and objectives throughout the year provides a framework to ensure that employees achieve results through One on One and mutual feedback. At the end of the rating period, the Team Leader appraises the employee's performance against existing standards, and establishes new goals together for the next rating period. As the immediate supervisor, the Team Leader plays an important role; his closest interaction with the employee occurs at this level.

There are four key elements in the appraisal system:

Set objectives - Decide what the Team Leader wants from the employees and agree these objectives with them.

Manage performance - Give employees the tools, resources and training they need to perform well.

Carry out the appraisal - monitor and assess the employees' performance, discuss those assessments with them and agree on future objectives.

Provide rewards/remedies - Consider pay awards and/or promotion based on the appraisal and decide how to tackle poor performance.

Performance Standards

How does the Team Leader decide what's acceptable and what's unacceptable performance? The answer to this question is the first step in establishing written standards.

Performance expectations are the basis for appraising employee performance. Written performance standards let the Team Leader to compare the employee's performance with mutually understood expectations and minimize ambiguity in providing feedback.

Having performance standards is not a new concept; standards exist whether or not they are discussed or put in writing. When the Team Leader observes an employee's performance, he usually makes a judgment about whether that performance is acceptable. Standards identify a baseline for measuring performance. From performance standards, the Team Leader can provide specific feedback describing the gap between expected and actual performance.

Guiding Principles

Effective performance standards:

- Serve as an objective basis for communicating about performance.
- Enables the employee to differentiate between acceptable and unacceptable results.
- Increase job satisfaction because employees know when tasks are performed well.
- Inform new employees of your expectations about job performance.

Key Responsibility Areas

The Team Leaders in association with the Project Manager write performance standards for each key area of responsibility on the employee's job description. The employee actively participates in its development. Standards are usually established when an assignment is made, and they are reviewed if the employee's job description is updated. The discussions of standards include the criteria for achieving satisfactory performance and the proof of performance (methods the Team Leader will use to gather information about work performance).

Characteristics of Performance Standards

Standards describe the conditions that must exist before the performance can be rated satisfactory.

A performance standard should:

- Be realistic, in other words, attainable by any qualified, competent, and fully trained person who has the authority and resources to achieve the desired result
Describe the conditions that exist when performance meets expectations
- Be expressed in terms of quantity, quality, time, cost, effect, manner of performance, or method of doing
- Be measurable, with specified methods of gathering performance data and measuring performance against standards

Expressing Standards

The terms for expressing performance standards are outlined below:

Quantity: Specifies how much work must be completed within a certain period of time.

Quality: Describes how well the work must be accomplished. Specifies accuracy, precision, appearance, or effectiveness.

Timeliness: Answers the questions, by when? , How soon? , Or within what period?

Effective Use of Resources: Used when performance can be assessed in terms of utilization of resources: money saved, waste reduced.

Effects of Effort: Addresses the ultimate effect to be obtained; expands statements of effectiveness by using phrases such as: so that, in order to, or as shown by.

Manner of Performance: Describes conditions in which an individual's personal behavior has an effect on performance, e.g., assists other employees in the work unit in accomplishing assignments.

Method of Performing Assignments: Describes requirements; used when only the officially prescribed policy, procedure, or rule for accomplishing the work is acceptable.

Performance Measurements

Since one of the characteristics of a performance standard is that it can be measured, the Team Leader identifies how and where evidence about the employee's performance will be gathered. Specifying the performance measurements when the responsibility is assigned will help the employee keep track of his progress, as well as helping the Team Leader in the future performance discussions.

There are many effective ways to monitor and verify performance, the most common of which are:

- Direct observation
- Specific work results (tangible evidence that can be reviewed without the employee being present)
- Reports and records, such as attendance, safety, inventory, financial records, etc. Commendations or constructive or critical comments received about the employee's work.

Observation and Feedback (One on One)

Once performance objectives and standards are established, the Team Leader observes the employees' performance and provides feedback. The Team Leader has a responsibility to recognize and reinforce strong performance by an employee, and identify and encourage improvement where it is needed. The Team Leader provides informal feedback almost every day.

By observing and providing detailed feedback, the Team Leader plays a critical role in the employee's continued success and motivation to meet performance expectations.

One On One Sessions

One on One is a method of strengthening communication between the Team Leader and the employee. It helps to shape performance and increase the likelihood that the employee's results will meet expectations. One on One sessions provide the Team Leader and the employee the opportunity to discuss her progress toward meeting mutually established standards and goals. A One on One session focuses on one or two aspects of performance, rather than the total review that takes place in a performance evaluation.

Guiding Principles

Effective One on One can:

Strengthen communication between the Team Leader and the employee
Help the employee attain performance objectives

Increase employee motivation and commitment
Maintain and increase the employee's self-esteem
Provide support

Key Elements of One on One

To make One on One sessions effective, the Team Leader keeps the following key elements of One on One in mind while conducting such a session:

Observe the employee's work and solicit feedback from others. When performance is successful, take the time to understand why. Advise the employee ahead of time on issues to be discussed.

Discuss alternative solutions. Agree on action to be taken.

Schedule follow-up meeting(s) to measure results. Recognize successes and improvements.

Document key elements of One on One session.

Questions to Consider during One on One

To provide effective feedback the Team Leader must understand the elements of performance and analyze marginal performance. These questions are kept in mind:

How is the employee expected to perform?

Does the employee understand these expectations? If not, why not?

Does the employee know what successful results look like? How does the Team Leader know?

Does the employee know the performance is marginal? How does the Team Leader know?

Are there obstacles beyond the employee's control? Can the Team Leader remove them?

Has the employee ever performed this task satisfactorily? Is the employee willing and able to learn?

Does satisfactory performance result in excessive work being assigned?

Does unsatisfactory performance result in positive consequences such as an undesirable task being reassigned?

During the One on One Session

When the Team Leader conducts a One on One session to provide positive feedback to the employee, he keeps the following points in mind:

- Describe the positive performance result or work habit using specific details. Ask the employee's opinion of the same product or behavior.
Ask the employee to identify elements that contributed to success (adequate time or resources, support from management or other employees, the employee's talent and interest in the project).
- Discuss ways in which the Team Leader and the employee can support continued positive results.
- Reinforce for the employee the value of the work and how it fits in with the goals of the work unit or department.
- Show your appreciation of the positive results and your confidence that the employee will continue to perform satisfactorily.
If appropriate, document your discussion for the employee's file.
- When the Team Leader conducts a One on One session to improve performance, he uses the following format:
 - Describe the issue or problem, referring to specific behaviors. Involve the employee in the problem-solving process.
 - Discuss causes of the problem.
 - Identify and write down possible solutions.
 - Decide on specific actions to be taken by each of the Team Leader. Agree on a follow-up date.
 - Document key elements of the session.

Follow-Up Discussion

During a follow-up discussion, the following steps are followed:

Review the previous discussion(s).

- Discuss insufficient improvement and ask for reasons why. Indicate consequence of continued lack of improvement.
- Agree on action to be taken and set a follow-up date, if appropriate.
- Convey confidence in the employee.
- Document the discussion.

Performance appraisal in automobile industry

Since globalization, there is constant pressure for the management to reform their human resource management practices. This is to ensure continued existence of these organizations and also human capital development. The changing roles of management places a vital role on performance management through promoting work culture, work environment, degree of fairness and transparency in motivating employee's to achieve greater performance standards. Performance appraisal, although intricate and debatable tool being a part of performance management plays an important part in ensuring the organization's employees perform according to company's expectations. However, recent research has placed much emphasis measurement issue rather than improvement on performance itself. The purpose of this research paper is to devise performance appraisal by applying three central determinants which is work culture, environment and degree of fairness in order to measure employee's job commitment and influence on performance.

Organizations today rely on performance management to develop human resource as they are the key contributors to the organization's success. Performance management process in automobile industries is divided into three major activities which are (i) Planning is to promote policies to increase employees performance; (ii) Do is move towards improving employee's performance and (iii) Review to appraise and to further advance employee's performance; Performance appraisal falls under the "Review" category as it is "a set of activities carried out by organizations which seek to assess employees and develop their competence, enhance performance and distribute rewards". It is essential for the organization to set appropriate labor ideals in measuring the employee's tangible performance relative to the labor objectives set by the companies. In addition, it is necessity for the organizations to provide material feedback that is aimed at motivating the employees and inreputiating any unhealthy performances, meanwhile continues to improve their performance above par.

There are several limitations to the performance appraisal tool because it aims to assess the individual strength and performance results and ignores work environment, work culture, and degree of fairness practiced in rating employees. Numerous facets of research suggest that there are positive correlation between performance appraisal and reinforcement of constructive behavior however, the work environment, culture and standards of procedures i.e. transparency in the organization is not examined thoroughly. Performance appraisal in organizations mainly depends on the organizational goals, objectives the skills of the appraisers for the purpose of appraisal such as salary increment, bonus,

promotions, termination and development of adequate competence and expertise

In this study, employees from two automobile ancillary companies has been selected and an analysis on their performance appraisal systems with reference to its work environment, work culture and the exactitude of fairness in which facilitates to improve employee's performance has been examined.

1.2 INDUSTRY PROFILE

Automobile is one of the largest industry in India as well as in the global market. Automobile industry has surfaced as daylight sector in the Indian economy. This industry occupies a prominent place in the fabric of Indian Economy. Automobile is considered as leader in product, process and technologies in manufacturing industries. Machine assiduity drives the profitable growth and its performance is viewed as a reflection of the economy's health. India was the world's fifth largest manufacturer of cars and seventh largest manufacturer of marketable vehicles. Indian automotive industry including element manufacturing is anticipated to reach 16.16-18.18 trillion by 2026. The Government aims to develop India as a global manufacturing and exploration and development (R&D) hub. It has set up National Automotive Testing and R&D Structure Design (NATRIP) centres as well as National Automotive Board to act as facilitator between the Government and the assiduity. In May 2021, India's product of motorcars reached units, The Indian automobile industry has bettered its product capability and quality over the times.

The machine assiduity comprises a wide range of companies and associations involved in the design, development, manufacturing, marketing, and selling of motor vehicles, And it's one of the world's largest diligence by profit. It's plant that automobile industry is using numerous technological software tools similar as ERP, SCM, SRM, CRM, TMS, and also using physical tools similar as barcodes, RFIDs, GPS, interfaces similar as EDI, Internet, procedural tools similar as outsourcing noncore conditioning to others like logistics (3PL/ 4PL LSPs), installation operation (FM), VMI, bring reduction initiatives by being procedural changes and periodic reviews like checkups, VSMs. Still it's seen that cost reduction pressure is there to boost unborn demand and hence new technologies similar as IOT, Big Data, Data Science, Artificial Intelligence (AI) & machine literacy, robotics are coming up at a fast face to revise the supply chain as a whole.

1.3 OBJECTIVES OF STUDY

- To study the Impact of Performance Appraisal System on Employee's Performance.
- To study the satisfaction level of the existing Appraisal System.
- To study the influence of effective HRM practices on Employee's Performance.

1.4 NEED FOR THE STUDY

- To study and know the various performances appraisal programs for employees in automobile industry, Which has a big role in employees performances.
- This study was initiated to find out the influencing factors of employees performances in automobile industry and to know the effectiveness of Human resource management department.
- For this study, I took Valeo as an example for their good and effective employee development programs provided by Human resource department.

SCOPE OF THE STUDY

- This study will help to know the present standard of employee performance influencing by performances appraisal process in automobile industry.
- This study will help to know the different opinions ,needs and requirements from the different employees about the performances appraisal activities provided by the company.
- This research provides with an opportunity to explore in the field of Human Resource department.

Chapter 2

Literature Review

REVIEW OF LITERATURE

- According to the research of Arvey and Murphy (2019), The innovations were dominant one which condensed the errors and improved the observation skills from the performance appraisal practice.
- Landy and Farr (2019) reviewed and researched the methods of performance appraisal in totally a different manner, in which they understand the rater and process in an organizational context.
- Bernardian and Beatty (2017), suggested in their research that behavioral and attitudinal kinds of measure ultimately prove to be better anticipator as compared with the traditional psychometric variables, which we have declared earlier as well, like leniency halo and discriminability.
- Roberts (2016) Stated that A Performance Appraisal system is totally ineffective in practice due to the dearth of approval from the end users.
- Mount (2016) found that the differences in the aspects of the assessment process that are related to satisfaction with the assessment discussion compared to satisfaction with the overall assessment system.
- Park (2015) revealed their study to identify the history of non-profit Public Service Motivation (NPSM) and employee conclusions with Korean non-profit getting of APJS survey data.
- izzi (2015) reveals a new contradiction for HR managers: the significance of a social network employee enhances performance but hinders performance assessment by influencing supervisors' rating faults
- Ovando and Ramirez (2014) in their education exposed that school leaders' leadership at all three stages set strong outlooks, nursing lessons over accompanying notes, and so long as professional growth openings that match the wishes of teachers...
- Roberts (2013) reviews the theoretical basis for contribution, counting its fundamental motivational nature, the enlargement of accessible data, and the ability to intertwine the power of speech of employees. The curbing part of goal set and advice to increase partaking usefulness is outlined.

- Martinetal (2012) depicts that the actions to be taken and the areas to be monitored to help a performance appraisal system response to the needs of the organization.
- Soobaroyen, Poorundersing (2011) inspected the adequacy of training programs for practical administrators in assembling organizations of Mauritius, utilizing overview data and regression way investigation their discoveries recommended that training had direct effect on quality and administrative productivity and performance.
- Khanderkar and Sharma (2011) in their investigation found a positive effect of training on learning and productivity of workers in Indian assembling firms. Survey strategy was utilized to gather data and rates though implies, cross organization, Pearson's correlation, single direction investigation of difference, were utilized for data analysis. The current research is identified with Automobile Parts Industry
- Linda Maund (2011) In his book An Introduction to Human Resource Management, theory and practice, stated that “one of a manager’s most important jobs is to manage the employee development of an employee which includes his/her personal growth and career development.”
- Pace, Smith & Mills (2010) Human resource development is the integration of individual, career and organization development roles in order to achieve maximum productivity, quality, opportunity and fulfilment of organizations members as they work to accomplish the goals of the organization.
- Gordon (2010) Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively.
- Elena P.(2009)This concept indicates that employee development must be recognized by the employees who want to learn or who are willing to learn. When employees are willing to learn, they show their interest in the developmental activities, as a result they are more satisfied with the job which will lead to increase in employee performance.
- Berg (2007) Human resource policies that encourage worker involvement aim at providing employees with opportunities to have an input in decisions, incentives to expend discretionary effort and the means to acquire the appropriate skills Among these policies, participation schemes.
- Miller and Monge (2007) job satisfaction increase productivity through bringing high quality motivation and through increasing working capabilities at time of implementation.
- Elena P. (2007) Employee Development is one of the most important functions of Human Resource

Management. Employee development means to develop the abilities of an individual employee and organization as a whole.

- Hall and Boyce (2006) Companies are making huge investment on training programmes to prepare them for future needs. The researchers and practitioners have constantly emphasized on the importance of training due to its role and investment
- Venclova Katerina (2005)The article focuses on employee performance appraisal methods used in Czech agricultural enterprises. The first section of the article looks into the theoretical underpinnings of the term "formal appraisal" as well as employee performance appraisal methodologies as described by Czech and international experts.
- Peter R. Scholtes (2003)the research is based on a comparison of total quality or performance appraisals. TQM and performance appraisal, according to the author, are incompatible.
- Yee C. C. and Y.Y.Chen(2002)The Multifactorial Evaluation Model was studied in relation to the Performance Appraisal System. Employee performance evaluation is critical in managing an organization's human resource. Maintaining talented knowledge workers is crucial as the economy shifts to information-based capitalism.
- Angelo DeNisi & Caitlin E. Smith(2002)Researched the design and implementation of performance assessment and management systems to improve efficiency. The study focuses on a model that demonstrates how enhanced performance requires solid HR practises, fair assessment systems, effective performance management, and a clear understanding of an organization's overall strategic goals.
- Ashima Aggarwal, Gour Sundar Mitra Thakur (2000)performed a review of performance appraisal methods Ranking, Graphic Rating Scale, Critical Incident, Narrative Essays, Management by Objectives, Assessment Centers, BARS, 360 Degree, and 720 Degree are some of the performance appraisal approaches discussed, as well as their benefits and drawbacks.
- Rocio de Andres (1999)looked into Distance function approaches are used to evaluate performance. Some companies use performance appraisal to analyses their employees' efficiency and production in order to plan their promotion, wage, and layoff policies, among other things.
- Rafiqul (1999) According to this notion, an effective performance evaluation system is a tool for

evaluating employee performance and recommending ways to increase individual and organizational efficiency.

- Yoganandan, Saravanan and Priya (1998) A pilot study of 56 employees focused on the performance evaluation system and the organization's growth. It looked at how the present PAS aids employee career development as well as employee participation in the performance evaluation process.
- Manish Khanna(1997) Performance appraisal is significant since it is an important part of any company's human resource strategy. Managing individual and team performance to accomplish corporate goals has a clear value.
- Abteen Ijadi Maghsoodi (1996)The selection of appropriate Performance Appraisal (PA) techniques and financing scales for organizations in today's dynamic and agile environments is a challenging subject. Performance appraisal has evolved into a strategic strategy to merging company policies with human resource activities in modern enterprises.

CHAPTER – 3

RESEARCH METHODOLOGY

3.1 RESEARCH METHODOLOGY

Research methodology is needed for the purpose of framing the research process and designs tools that are to be used for the project purpose. More specifically, it's about systematically designs a study to ensure valid and reliable results that address the research aims and objectives. Our research methodology helps to find, how the Automobile industry concerned in Performance Appraisal System. This time research methodology is framed for the Satisfaction Level Of employees towards the prevailing performance appraisal system In Automobile Industries in Chennai.

3.2 DATA REQUIREMENT

- Primary data the present study is based on the primary data which was collected using the questionnaire method using google forms.
- Secondary data Secondary data has been collected mainly from internet, reports, publications, records and websites.

3.3 RESEARCH DESIGN

The entire process involved in research methodology is called research design. Research design is a plan of study made by a researcher before undertaking his/her research work. In this study the researcher has adopted descriptive research design to investigate and study the give problem. The major goal of descriptive research is to describe the event, phenomena and situations. Descriptions being made on the bases of scientific observations are explained to be more accurate and precise the other methods.

3.4 POPULATION, SAMPLING AND QUESTIONNAIRE SURVEY

Sampling is a vital strategy in a statistical analysis, which comprises a selection of a few portions of a potential population so as to assess or learn something from the population at a cheaper cost. Simple random sampling (SRS), popularly known as “random sampling”, includes the selection of sample at arbitrary from the sampling frame utilizing either random number tables or an internet arbitrary number generator. The questionnaire comprises close-ended and open-ended questions with multiple choice options. The survey questionnaire is designed online, hosted in Google drive and shared in a Google form. Link to the Google form is shared on professional platforms such as LinkedIn and construction

professionals' forums, as well as direct emails sent to the key players in the built environment. A total of 200 responses were received.

3.5 DESCRIPTIVE ANALYSIS

The descriptive statistic is used to describes the basic features of information and shows or summarizes data in a rational way. Descriptive statistics is a study of quantitatively describing. This type of statistics draws in all of the data from a certain population or a sample of it. Descriptive statistics can include numbers, charts, tables, graphs, or other data visualization types to present raw data. However, descriptive statistics do not allow making conclusions. we cannot get conclusions and generalize that extend beyond the data at hand. With descriptive statistics, you can simply describe what is and what the data present.

3.6 SAMPLE SIZE

In this study 200 employees from automobile industries .

3.7 SAMPLE LOCATION

The research was conducted in Chennai.

3.8 SAMPLE TARGET PEOPLE

The data were collected using questionnaire from employees those who are working in the automobile industry in Chennai .

3.9 PERIOD OF STUDY

The data collection will be conducted in the Chennai between the period of 20/02/2022 to 15/03/2022.

3.10 RESEARCH TESTS ANOVA

ANOVA in SPSS is used as the test of means for two or more populations. ANOVA in SPSS must have a dependent variable which should be metric (measured using an interval or ratio scale). ANOVA in SPSS must also have one or more independent variables, which should be categorical in nature. CHI-SQUARE the Chi-Square Test of Independence determines whether there is an association between categorical variables, whether the variables are independent or related. It is a nonparametric test. This test is also known as Chi-Square Test of Association. CORRELATION Correlation analysis in research is a statistical method used to measure the strength of the linear relationship between two variables and compute their association. Simply put correlation analysis calculates the level of change in one variable due to the change in the other.

3.11 HYPOTHESIS TESTING

Hypothesis 1

H0 – There is no relationship between employee performance and quality.

H1 – There is a relationship between employee performance and quality.

Hypothesis 2

H0 – There is no relationship between employee performance and Reliability.

H1 – There is a relationship between employee performance and Reliability.

Hypothesis 3

H0 – There is no relationship between employee performance and training & support.

H1 – There is a relationship between employee performance and training & support.

LIMITATIONS OF THE STUDY

- The size of the sample compared to the population is small and hence it might not indicate the ideas of entire population.
- The geographical area of this study is confined to the opinions expressed by the respondents of Chennai.
- A few respondents might have furnished the required information from their momentary memory hence the collected data might be subject to bias.
- Since the study covers the overview of Satisfaction Level Of Employees Towards The Prevailing Performance Appraisal System In Automobile Industries, it cannot be generalized.
- Few respondents do not agree to express their opinion and understandings on their Performance Appraisal System In Automobile Industries.

CHAPTER – 4

DATA ANALYSIS AND INTERPRETATION

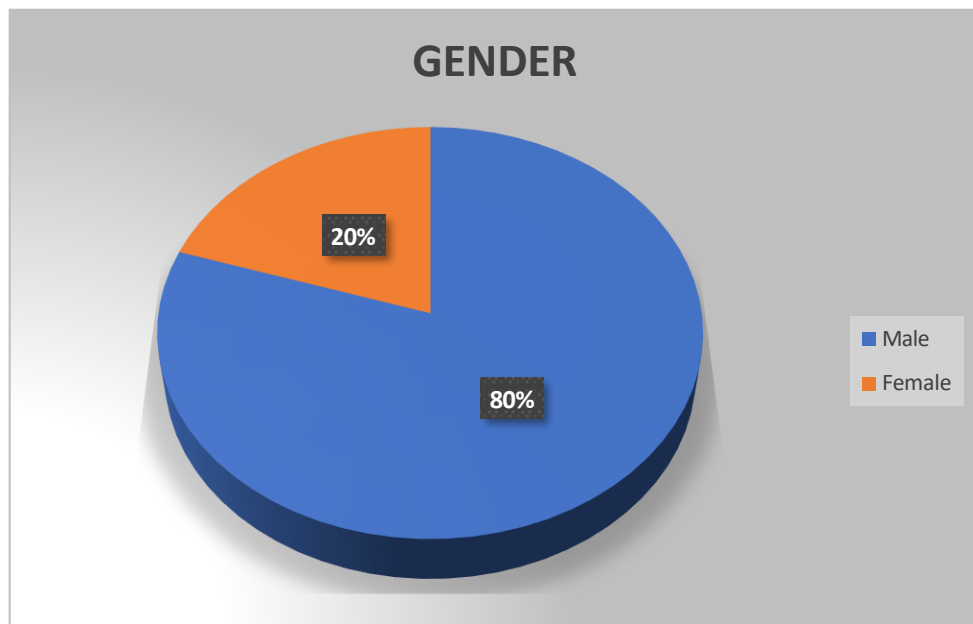
4.1 PERCENTAGE ANALYSIS

This chapter will present the findings of the data collected through the questionnaire. Firstly, the researcher will outline the background information of investors. Following this the major themes of the analysis will then be discussed. The data collected through the open feedback questions will be presented along with the statistical data.

TABLE 4.1.1 GENDER

S.NO	PARTICULARS	NO OF RESPONSES	PERCENTAGE
1	Male	160	80%
2	Female	40	20%
TOTAL		200	100%

Table 4.1.1: GENDER OF RESPONDENTS



Interpretation:

Out of 200 respondents' male respondents are 80.00 percentage and female respondents are 20.00 percentage .

Inferences:

Majority (80.00%) of the respondents are Male category.

TABLE 4.1.2 AGE GROUP

TABLE 4.1.2 representing Age group of the respondents

S.NO	PARTICULARS	NO OF RESPONSES	PERCENTAGE
1	21-25	78	39%
2	26-30	45	22%
3	31-35	33	16%
4	35-40	19	10%
5	Above 40	25	13%
	TOTAL	200	100

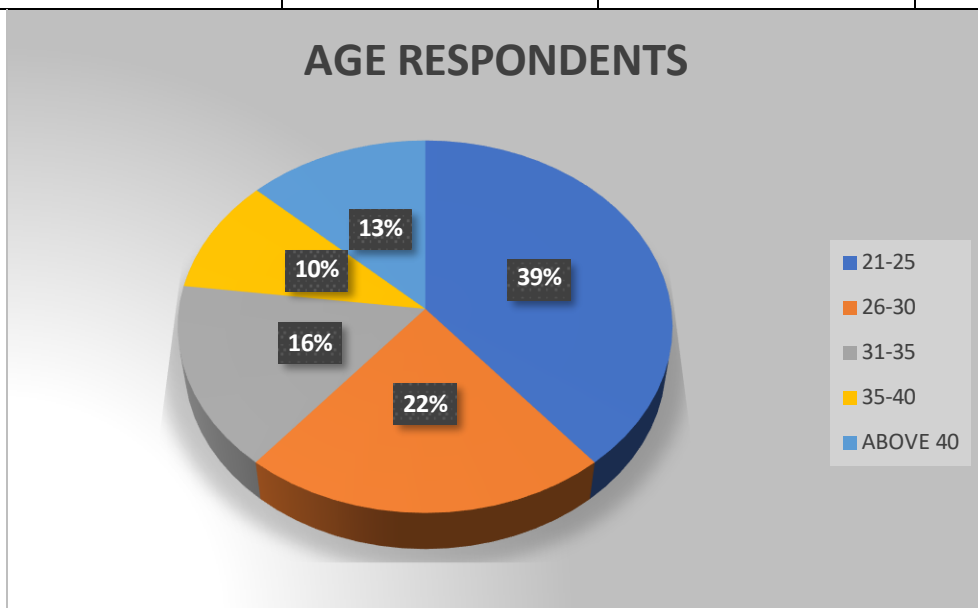


Chart 4.1.2 representing Age group of the respondents

Interpretation:

Out of 200 respondents, 39% percentage of the respondents are aged between 21-25, 22.00 percentage of the respondents are aged between 26-30, 16.00 percentage of respondents are aged between 31-35 and 10.00 percentage of the respondents are at the age Between 35-40 and 13% percentage of the respondents are age above 40.

Inferences:

Majority (39%) are under the category of between the age of 21-25.

TABLE 4.1.3 EDUCATIONAL QUALIFICATION

S.NO	PARTICULARS	NO OF RESPONSES	PERCENTAGE
1	Under-graduate	80	40%
2	Post-Graduate	70	35%
3	Diploma	50	25%
TOTAL		200	100%

TABLE 4.1.3 Representing Educational qualification of the respondents

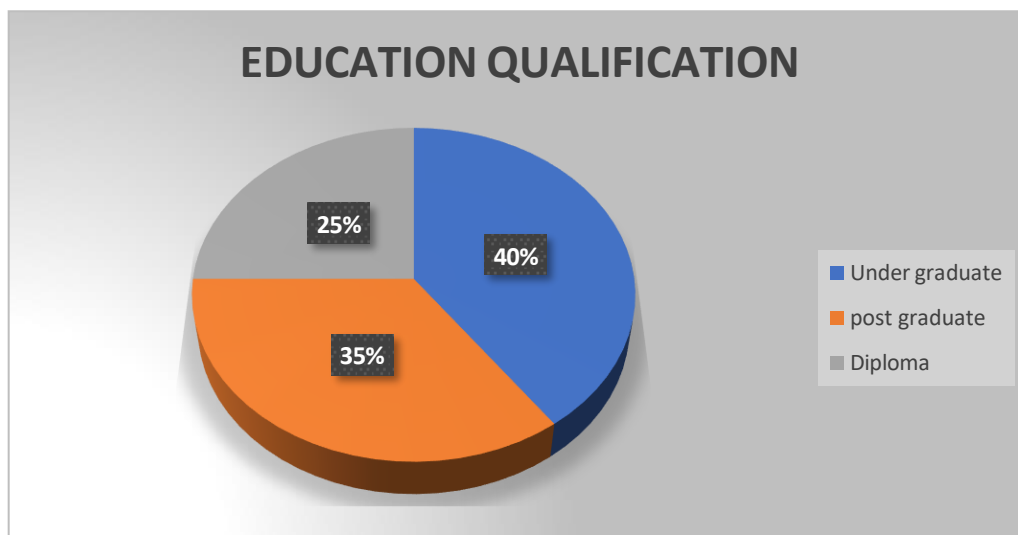


Chart 4.1.3 Representing Educational qualification of the respondents.

Interpretation:

Out of 200 respondents, 40 percentage of respondents belong to Under graduation, 35 of the respondents belong to Post-graduation, 25 percentage of the respondents are diploma .

Inferences:

Majority (40%) of the respondents are Under graduate qualified.

4.1.4 OCCUPATION

S.NO	PARTICULARS	NO.OF.RESPONDENTS	PERCENTAGE
1	Manager	40	20
2	Team leader	70	35
3	Engineer	90	45
	TOTAL	200	100

TABLE 4.1.4 representing Occupation of the respondents

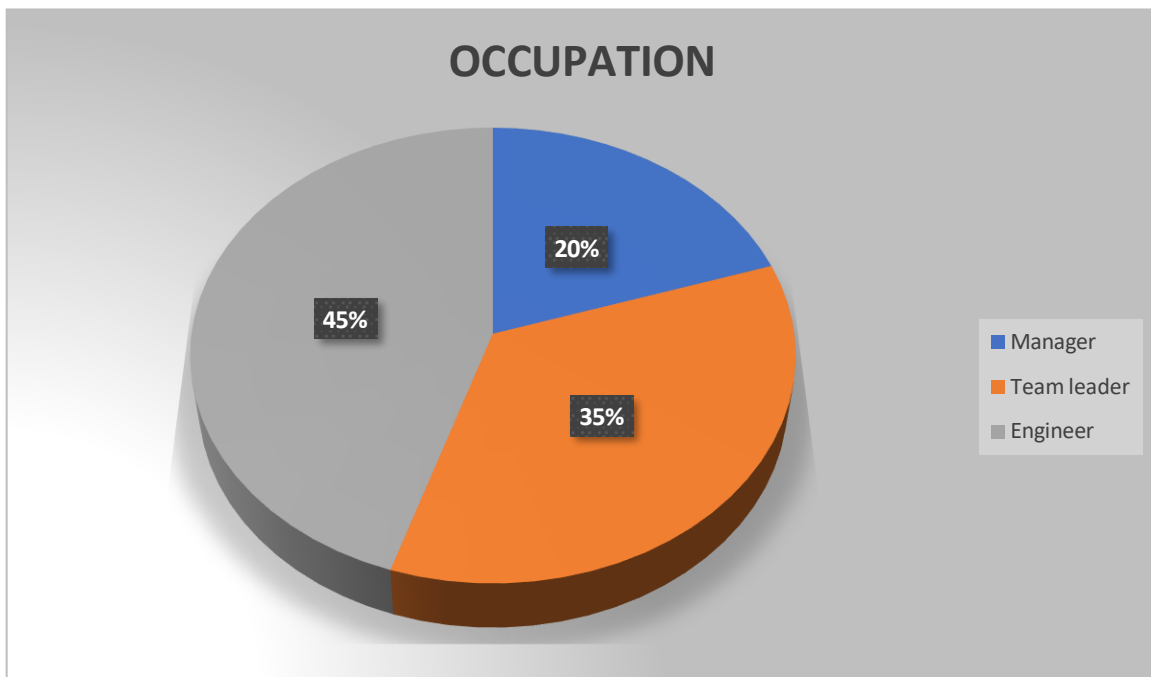


Chart 4.1.4 representing Occupation of the respondents

Interpretation

Out of 200 respondents, 45 percentage of the respondents are Engineer, 35 percentage of the respondents are team manager , 20 percentage of respondents are manager .

Inferences:

Majority (45%) respondents are Engineer .

4.1.5 INCOME

S.NO	PARTICULARS	NO.OF.RESPONDENTS	PERCENTAGE
1	Below 20000	71	35
2	20000-30000	80	40
3	31000-40000	29	15
4	40000 above	20	10
	TOTAL	200	100

TABLE 4.1.5 representing income of the respondents

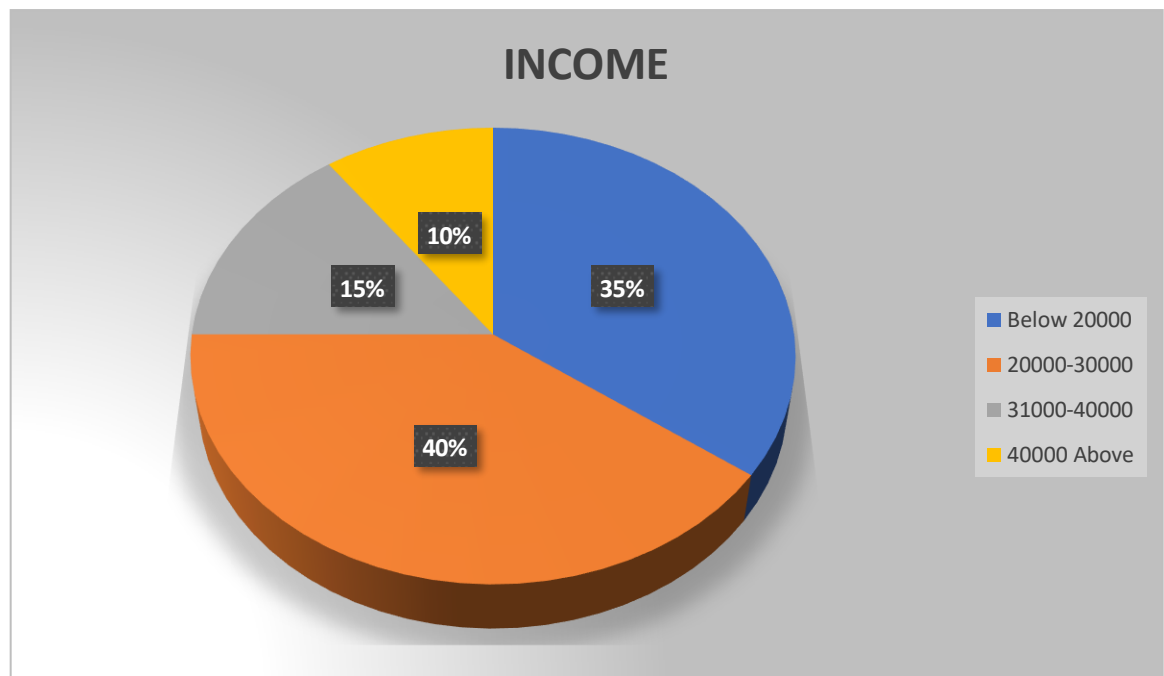


Chart 4.1.4 representing income of the respondents

Interpretation:

Out of 200 respondents, 35 percentage of the respondents comes under the category of income below 20000, 40.00 percentage of the respondents comes under the category of income between 20000 – 30000, 15.00 percentage of the respondents comes under the category of income 31000 – 40000 and 10.00 percentage of the respondent comes under the category of income above 40000.

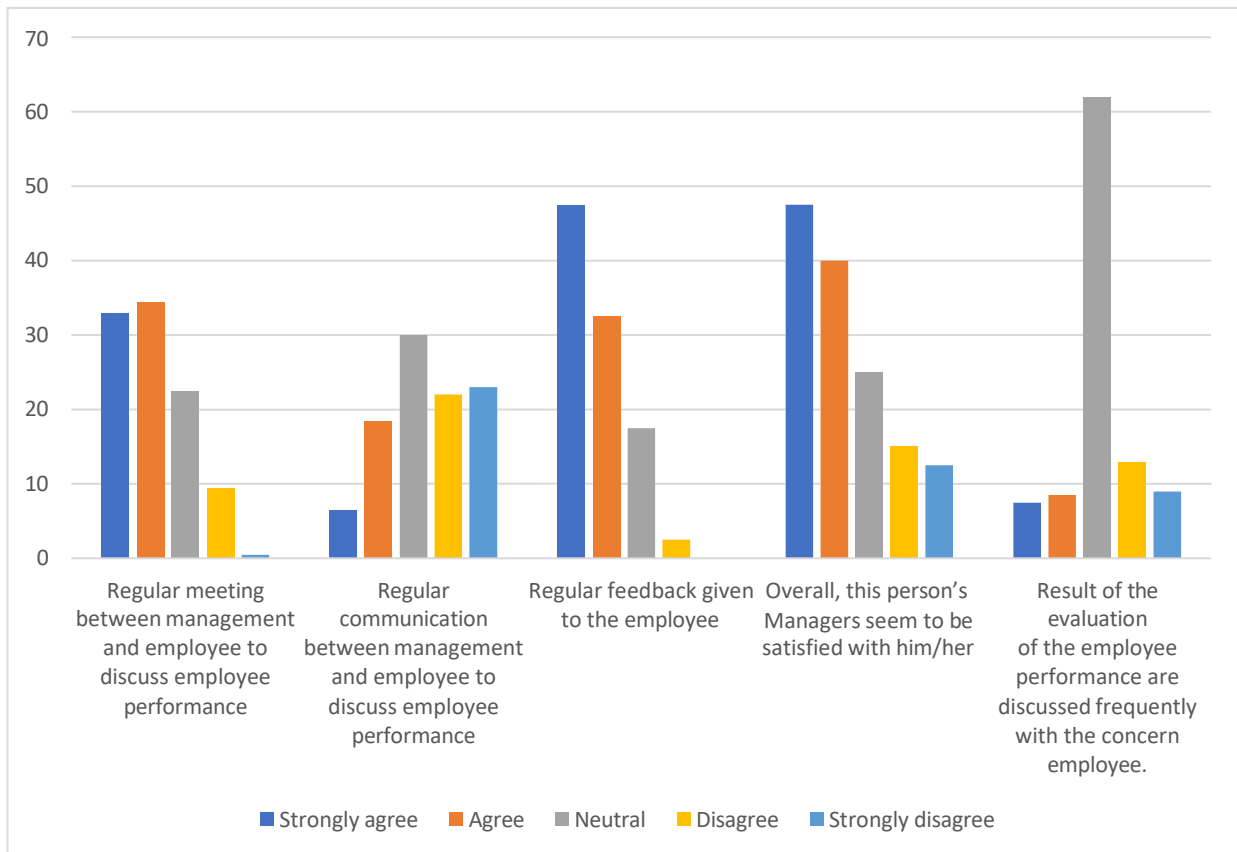
Inferences:

Majority (40%) of the respondents receives income below 20000-30000

Table 4.1.6: PERFORMANCE

SA-Strongly Agree, A- Agree, N- Neutral, DA – Disagree, SDA- Strongly Disagree

PARTICULARS	SA	%	A	%	N	%	DA	%	SDA	%
Regular meeting between management and employee to discuss employee performance	66	33	69	34.5	45	22.5	19	9.5	1	0.5
Regular communication between management and employee to discuss employee performance	13	6.5	37	18.5	60	30	44	22	46	23
Regular feedback given to the employee	95	47.5	65	32.5	35	17.5	5	2.5	0	0
Overall, this person's Managers seem to be satisfied with him/her	15	7.5	80	40	50	25	30	15	25	12.5
Result of the evaluation of the employee performance is discussed frequently with the concern employee.	15	7.5	17	8.5	124	62	26	13	18	9



Interpretation:

From the above table it was interpreted that

- 23% respondents strongly agreed, 45.5% respondents agree, 29% respondents are neutral, 2.5% respondents are Disagree and 0% respondents are Strongly Disagree with the statement, Regular meeting between management and employee to discuss employee performance
- 7.5% respondents strongly agreed, 8.5% respondents agree, 62% respondents are neutral, 13% respondents are Disagree and 9% respondents are Strongly Disagree with the statement, Regular communication between management and employee to discuss employee performance.
- 13% respondents are strongly agreed, 9% respondents agree, 40% respondents are neutral, 44.5% respondents are Disagree and 13.5% respondents are Strongly Disagree with the statement, Regular feedback given to the employee
- 22.5% respondents are strongly agreed, 34% respondents agree, 25% respondents are neutral, 14.5% respondents are Disagree and 4% respondents are Strongly Disagree with the statement, Overall, this person's Managers seem to be satisfied with him/her.

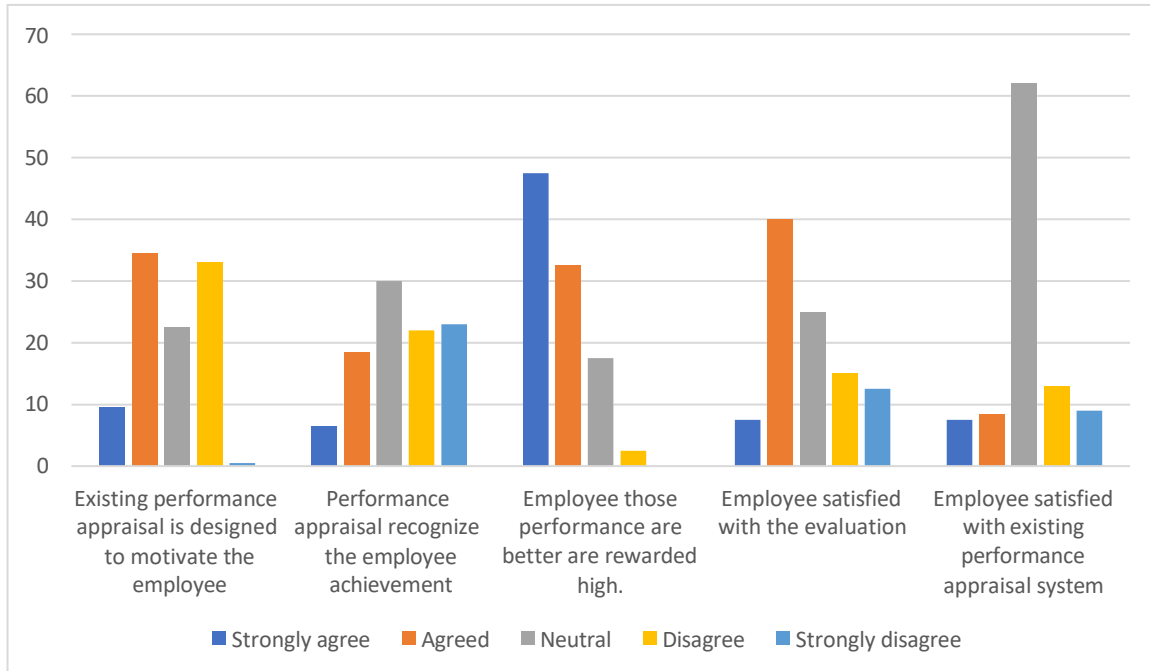
Inferences:

- Majority (45.5%) respondents agreed Regular meeting between management and employee to discuss employee performance
- Majority (62%) respondents are neutral , Regular communication between management and employee to discuss employee performance.
- Majority of them (44.5%) respondents are strongly disagree that Work from home, work load is fair and reasonable.
- Majority of them (34%) respondents are agreed that Overall, this person's Managers seem to be satisfied with him/her.

Table 4.1.7: QUALITY

SA-Strongly Agree, A- Agree, N- Neutral, DA – Disagree, SDA- Strongly Disagree

PARTICULARS	SA	%	A	%	N	%	DA	%	SDA	%
Existing performance appraisal is designed to motivate the employee	19	9.5	69	34.5	45	22.5	66	33	1	0.5
Performance appraisal recognize the employee achievement	13	6.5	37	18.5	60	30	44	22	46	23
Employee those performance is better are rewarded high.	95	47.5	65	32.5	35	17.5	5	2.5	0	0
Employee satisfied with the evaluation	15	7.5	80	40	50	25	30	15	25	12.5
Employee satisfied with existing performance appraisal system	15	7.5	17	8.5	124	62	26	13	18	9



Interpretation:

From the above table it was interpreted that

- 9.5% respondents strongly agreed, 34.5% respondents agree, 22.5% respondents are neutral, 33% respondents are Disagree and 0.5% respondents are Strongly Disagree with the statement, Existing performance appraisal is designed to motivate the employee.
- 6.5% respondents strongly agreed, 18.5% respondents agree, 30% respondents are neutral, 22% respondents are Disagree and 23% respondents are Strongly Disagree with the statement, Performance appraisal recognize the employee achievement.
- 47.5% respondents are strongly agreed, 32.5% respondents agree, 17.5% respondents are neutral, 2.5% respondents are Disagree and 0% respondents are Strongly Disagree with the statement, Employee those performance are better are rewarded high.
- 7.5% respondents are strongly agreed, 40% respondents agree, 25% respondents are neutral, 15% respondents are Disagree and 12.5% respondents are Strongly Disagree with the statement, Employee satisfied with the evaluation.
- 7.5% respondents are strongly agreed, 8.5% respondents agree, 62% respondents are neutral, 13% respondents are Disagree and 9% respondents are Strongly Disagree with the statement, Employee satisfied with existing performance appraisal system.

Inferences:

- Majority (34.5%) respondents agreed Existing performance appraisal is designed to motivate the employee.
- Majority (30%) respondents are neutral that Performance appraisal recognize the employee achievement.
- Majority of them (47.5%) respondents are strongly agreed that Employee those performance is better are rewarded high.
- Majority of them (40%) respondents are agreed that Employee satisfied with the evaluation.
- Majority (62%) respondents Neutral Employee satisfied with existing performance appraisal system.

Table 4.1.8: RELIABILITY

SA-Strongly Agree, A- Agree, N- Neutral, DA – Disagree, SDA- Strongly Disagree

PARTICULARS	SA	%	A	%	N	%	DA	%	SDA	%
Performance appraisal system is meeting with the mission and vision of the organization.	43	21.5	48	24	59	29.5	24	12	26	13
The existing appraisal system is very accurate in terms of employee evaluation.	51	25.5	14	7	89	44.5	20	10	26	13
Employee evaluate honestly and fairly.	60	30	99	49.5	20	10	14	7	7	3.5
Employee performance appraisal is reliable and relevant.	78	39	45	22.5	50	25	9	4.5	8	4
Management gives a fair feedback	89	44.5	51	25.5	14	7	20	10	26	13

Interpretation

From the above table it was interpreted that

- 21.5% respondents strongly agreed, 24% respondents agree, 29.5% respondents are neutral, 12% respondents are Disagree and 13% respondents are Strongly Disagree with the statement, Performance appraisal system is meeting with the mission and vision of the organization.
- 25.5% respondents strongly agreed, 7% respondents agree, 44.5% respondents are neutral, 10% respondents are Disagree and 13% respondents are Strongly Disagree with the statement, the existing appraisal system is very accurate in terms of employee evaluation.
- 30% respondents are strongly agreed, 49.5% respondents agree, 10% respondents are neutral, 7% respondents are Disagree and 3.5% respondents are Strongly Disagree with the statement, Employee evaluate honestly and fairly.
- 39% respondents are strongly agreed, 22.5% respondents agree, 25% respondents are neutral, 4.5% respondents are Disagree and 4% respondents are Strongly Disagree with the statement, Employee performance appraisal is reliable and relevant.
- 44.5% respondents are strongly agreed, 25.5% respondents agree, 7% respondents are neutral, 10% respondents are Disagree and 13% respondents are Strongly Disagree with the statement, Management gives a fair feedback

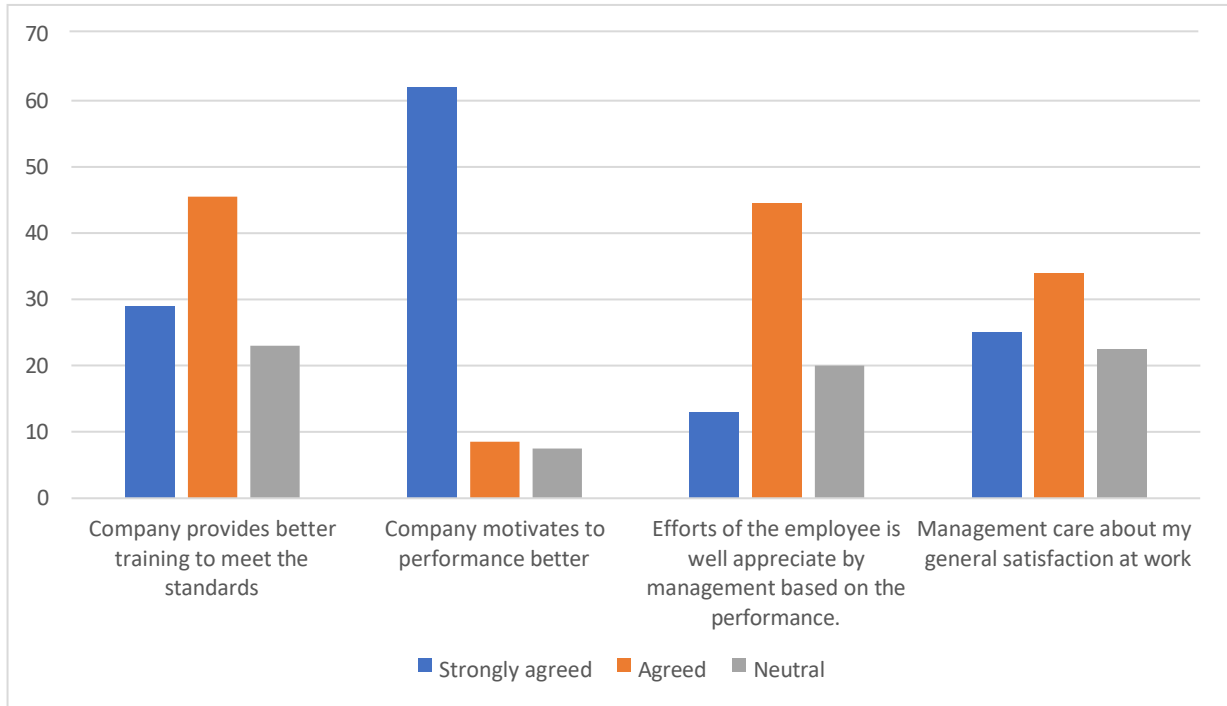
Inferences:

- Majority (29.5%) respondents neutral that Performance appraisal system is meeting with the mission and vision of the organization.
- Majority (44.5%) respondents are neutral that the existing appraisal system is very accurate in terms of employee evaluation.
- Majority of them (49.5%) respondents are agree that Employee evaluate honestly and fairly.
- Majority of them (39%) respondents are strongly agreed that Employee performance appraisal is reliable and relevant.
- Majority of them (44.5%) respondents are strongly agreed that Management gives a fair feedback.

Table 4.1.9: TRAINING & SUPPORT

SA-Strongly Agree, A- Agree, N- Neutral, DA – Disagree, SDA- Strongly Disagree

PARTICULARS	SA	%	A	%	N	%	DA	%	SDA	%
Company provides better training to meet the standards	58	29	91	45.5	46	23	5	2.5	0	0
Company motivates to performance better	124	62	17	8.5	15	7.5	26	13	18	9
Efforts of the employee is well appreciating by management based on the performance.	26	13	89	44.5	40	20	18	9	27	13.5
Management care about my general satisfaction at work	50	25	68	34	45	22.5	29	14.5	8	4
Company training helps to perform Better.	63	31.5	20	10	99	49.5	18	9	0	0



Interpretation:

From the above table it was interpreted that

- 29% respondents strongly agreed, 45.5% respondents agree, 23% respondents are neutral, 2.5% respondents are Disagree and 0% respondents are Strongly Disagree with the statement, Company provides better training to meet the standards
- 62% respondents strongly agreed, 8.5% respondents agree, 7.5% respondents are neutral, 13% respondents are Disagree and 9% respondents are Strongly Disagree with the statement, Company motivates to performance better.
- 13% respondents are strongly agreed, 44.5% respondents agree, 20% respondents are neutral, 9% respondents are Disagree and 13.5% respondents are Strongly Disagree with the statement, Efforts of the employee is well appreciating by management based on the performance.
- 25% respondents are strongly agreed, 34% respondents agree, 22.5% respondents are neutral, 14.5% respondents are Disagree and 4% respondents are Strongly Disagree with the statement, Management care about my general satisfaction at work
- 31.5% respondents are strongly agreed, 10% respondents agree, 49.5% respondents are neutral, 9% respondents are Disagree and 0% respondents are Strongly Disagree with the statement, Company training helps to perform Better.

Inferences:

- Majority (45.5%) respondents agreed Company provides better training to meet the standards
- Majority (62%) respondents are strongly agreed that Company motivates to performance better.
- Majority of them (44.5%) respondents are agreed Efforts of the employee is well appreciate by management based on the performance.
- Majority of them (34%) respondents are agreed Management care about my general satisfaction at work
- Majority of them (49.5%) respondents are neutral Company training helps to perform Better.

4.2 STATISTICAL ANALYSIS

4.2.1 CORRELATION

PERFORMANCE AND QUALITY

HYPOTHESIS TESTING

H0 – There is no relationship between employee performance and quality.

H1 – There is a relationship between employee performance and quality.

Correlation				
			Performance	Quality
Spearman's rho	Performance	Correlation Coefficient	1.000	.402**
		Sig. (2-tailed)	.	.002
		N	100	100
	Quality	Correlation Coefficient	.402**	1.000
		Sig. (2-tailed)	.002	.
		N	500	500
**. Correlation is significant at the 0.02 level (2-tailed).				

Interpretation:

From the above it was interpreted that, significant value .002 is less than 0.5 and r value .402 is less than 1 critical value. So, the null hypothesis gets rejected and alternate hypothesis gets accepted.

Inferences:

Thus, there is a positive relationship between the performances and Quality.

PERFORMANCE AND RELIABILITY

HYPOTHESIS TESTING

H0 – There is no relationship between employee performance and Reliability.

H1 – There is a relationship between employee performance and Reliability.

Correlation				
			Performance	Reliability
Spearman's rho	Performance	Correlation Coefficient	1.000	.502**
		Sig. (2-tailed)	.	.001
		N	100	100
	Reliability	Correlation Coefficient	.502**	1.000
		Sig. (2-tailed)	.001	.
		N	100	100
	**. Correlation is significant at the 0.01 level (2-tailed).			

Interpretation:

From the above it was interpreted that, significant value .002 is less than 0.5 and r value .402 is less than 1 critical value. So, the null hypothesis gets rejected and alternate hypothesis gets accepted.

Inferences:

Thus, there is a positive relationship between the performances and Reliability .

PERFORMANCE AND TRAINING & SUPPORT

HYPOTHESIS

H0 – There is no relationship between employee performance and training & support.

H1 – There is a relationship between employee performance and training & support.

Correlation				
			Performance	Training and support
Spearman's rho	Performance	Correlation Coefficient	1.000	.802**
		Sig. (2-tailed)	.	.000
		N	100	100
	Training and support	Correlation Coefficient	.802**	1.000
		Sig. (2-tailed)	.000	.
		N	100	100
**. Correlation is significant at the 0.00 level (2-tailed).				

Interpretation:

From the above it was interpreted that, significant value .002 is less than 0.5 and r value .402 is less than 1 critical value. So, the null hypothesis gets rejected and alternate hypothesis gets accepted.

Inferences:

Thus, there is a positive relationship between the performances and Training & support.

4.2.2 CHI – SQUARE

PERFROMANCE AND QUALITY

		Chi-square and df	Fishers Exact Test	Total
	Performance	Pearson	Sig 2 sided	
Quality	Strongly agree	7.5 & 6.5	.001	120
	Agree	7.5 & 6.5	.001	80
Total				200

From the table, it is interpreted that the significance value is 0.001, which was less than 0.5, So the null hypothesis rejected and alternative hypothesis got accepted with the chi square value 7.5 and 6.5 .Thus, there is an association between performance and quality .

PERFORMANCE AND RELIABILITY

		Chi-square and df	Fishers Exact Test	Total
	Performance	Pearson	Sig 2 sided	
Reliability	Strongly agree	6.0 & 4.8	.001	110
	Agree	6.0 & 4.8	.001	90
Total				200

From the table, it is interpreted that the significance value is 0.001, which was less than 0.5, So the null hypothesis rejected and alternative hypothesis got accepted with the chi square value 7.5 and 6.5 .Thus, there is an association between Performance and reliability .

PERFORMANCE AND TRAINING & SUPPORT

		Chi-square and df	Fishers Exact Test	Total
	Performance	Pearson	Sig 2 sided	
Training and Support	Strongly agree	7.5 & 6.5	.001	80
	Agree	7.5 & 6.5	.001	120
Total				200

From the table, it is interpreted that the significance value is 0.001, which was less than 0.5, So the null hypothesis rejected and alternative hypothesis got accepted with the chi square value 7.5 and 6.5 .Thus, there is an association between Performance and Training & support.

4.2.3 ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Performance	Between Groups	1.783	60	.594	5.312	.001
	Within Groups	55.505	140	.112		
	Total	57.288	200			
Quality	Between Groups	1.739	110	.580	5.108	.002
	Within Groups	56.283	90	.113		
	Total	58.022	200			
Reliability	Between Groups	1.783	120	.594	5.312	.001
	Within Groups	55.505	80	.112		
	Total	57.288	200			
Training and support	Between Groups	1.783	130	.594	5.312	.001
	Within Groups	55.505	70	.112		
	Total	57.288	200			

- Results states that, there is a relationship between dependent variable and independent variable because of the strong F value, which was greater than the significance value .
- Performance 5.312 > 0.001, Quality 5.108 > 0.002, Reliability 5.312 > 0.001, training and support 5.312 > 0.001 .
- So, the null hypothesis rejected and alternative hypothesis got accept

Chapter 05

Findings, Suggestions and Conclusion

5.1 Findings

- Out of 200 respondents' male respondents are 80.00 percentage and female respondents are 20.00 percentage
- Majority (39%) are under the category of between the age of 21-25.
- Majority (40%) of the respondents are Under graduate qualified.
- Majority (45%) respondents are Engineer .
- Majority (40%) of the respondents receives income below 20000-30000
- Majority (45.5%) respondents agreed Regular meeting between management and employee to discuss employee performance
- Majority (62%) respondents are neutral , Regular communication between management and employee to discuss employee performance.
- Majority of them (44.5%) respondents are strongly disagree that Work from home, work load is fair and reasonable.
- Majority of them (34%) respondents are agreed that Overall, this person's Managers seem to be satisfied with him/her.
- Majority (34.5%) respondents agreed Existing performance appraisal is designed to motivate the employee.
- Majority (30%) respondents are neutral that Performance appraisal recognize the employee achievement.
- Majority of them (47.5%) respondents are strongly agreed that Employee those performance is better are rewarded high.
- Majority of them (40%) respondents are agreed that Employee satisfied with the evaluation.
- Majority (62%) respondents Neutral Employee satisfied with existing performance appraisal system.
- Majority (29.5%) respondents neutral that Performance appraisal system is meeting with the mission and vision of the organization.
- Majority (44.5%) respondents are neutral that the existing appraisal system is very

accurate in terms of employee evaluation.

- Majority of them (49.5%) respondents are agree that Employee evaluate honestly and fairly.
- Majority of them (39%) respondents are strongly agreed that Employee performance appraisal is reliable and relevant.
- Majority of them (44.5%) respondents are strongly agreed that Management gives a fair feedback.
- Majority (62%) respondents are strongly agreed that Company motivates to performance better.
- Majority of them (44.5%) respondents are agreed Efforts of the employee is well appreciate by management based on the performance.
- Majority of them (34%) respondents are agreed Management care about my general satisfaction at work
- Majority of them (49.5%) respondents are neutral Company training helps to perform Better.

5.2 SUGESSTIONS

- If you haven't received any formal training on performance management, now is the time to request it. Even if you have, consider asking for a refresher to ensure you're up to date on company policy. Consider asking your peers for some honest feedback on your management style as this could affect your ability to undertake effective appraisals.
- Arrange a private meeting venue with as few distractions as possible. Give the employee sufficient notice (two weeks is ideal) and an overview of the process in advance. If your organization asks staff to complete a self-appraisal form, ensure this is issued well in advance of the meeting.
- Ask the employee open questions relating to their performance. Offer positive feedback, thanks and praise for areas in which they have excelled. If they identify any areas for development, acknowledge these and steer the conversation towards ways in which these might be improved through training or additional support.
- It is vital to actively listen and consider non-verbal cues such as body language. Don't interrupt the employee when they are speaking, although you may wish to

ask probing questions to clarify meaning. Before moving on to the next discussion point, take a moment to summarize the conversation and check mutual agreement and understanding of future expectations.

- This will enable staff to reflect openly on how they are feeling within the workplace. You could ask employees to answer the following questions using a Likert scale, for example 0 (never) to 5 (always) - this is a good way to track any changes.
- Give staff the opportunity to discuss their performance on an ad-hoc basis - not just at their annual performance review. Take the opportunity to discuss performance both formally and informally, ensuring training and development are regularly offered when required.
- Avoid “saving up” feedback for the performance appraisal. There should be no surprises at the annual review, so if you have concerns about an employee’s performance or behaviors
- you should raise the issue with them as soon as possible. When offering feedback, remember to give specific examples. If you have had cause to discuss a particular issue with the employee previously, it is important to discuss this as part of the formal performance review process. Equally, don’t be afraid to celebrate success outside of the formal review process.
- Specific, measurable, achievable, realistic and time-bound. Make sure the employee agrees with all of these points before finalizing the objective, as they may have a different view. Objectives should also be aligned to overall business goals so that employees can see where they fit into the ‘bigger picture’ and how they can make a positive contribution. Consider taking copies of your own personal objectives, team goals and the business priorities over the coming months and years so they can be considered as part of the objective-setting process.
- A copy should be issued to the employee as soon as possible after the meeting. Offer them the opportunity to suggest any required changes once they have had time to reflect.

5.3 CONCLUSIONS

Traditionally, performance appraisals have tended to reflect on past performance, but it's equally important to focus on the future.

An effective performance appraisal is a two-way, personalized conversation between appraiser and appraisee. It should incorporate:

Feedback on the employee's contribution to individual, team and corporate goals

Setting SMART objectives for the upcoming review period

Discussion on training needs and potential development opportunities for the future

Your organization may opt to conduct annual performance appraisals, but it is important to ensure this is not the sole opportunity for staff to discuss their performance. Managers should strive to offer regular performance feedback throughout the year on an informal basis.

To avoid performance appraisals being based on the subjective opinion of one manager, consider collecting 360-degree feedback prior to the appraisal meeting. The Thomas 360 Degree Assessment quickly and easily enables people to gather performance feedback from their managers, colleagues, team members and customers. They can then compare this with their own perception of their work performance.

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Questionnaire

A Study On The Satisfaction Level Of Employees Towards The Prevailing Performance Appraisal System In Automobile Industries In Chennai

PART - 1

1. Gender

- ☐ Male
- ☐ Female

2. Age

- ☐ 21-26
- ☐ 27-32
- ☐ 33-39
- ☐ Above 40

3. Educational Qualification

- ☐ UG
- ☐ PG
- ☐ Diploma

4. Occupation

- ☐ Manager
- ☐ Team Lead
- ☐ Engineer

5. Annual Income

- ☐ Below 20,000
- ☐ 20,000-30,000
- ☐ 30,000-40,000
- ☐ 40,000-50,000
- ☐ Above 50,000

PART - 2

6. PERFORMANCE

S.no		Strongly Agree	Agree	Never	Disagree	Strongly Disagree
1	Regular meeting between management and employee to discuss employee performance	()	()	()	()	()
2	Regular communication between management and employee to discuss employee performance	()	()	()	()	()
3	Regular feedback given to the employee	()	()	()	()	()
4	Overall, this person's Managers seem to be satisfied with him/her	()	()	()	()	()
5	Result of the evaluation of the employee performance are discussed frequently with the concern employee	()	()	()	()	()

7. QULATIY

S.no		Strongly Agree	Agree	Never	Disagree	Strongly Disagree
1	Existing performance appraisal is designed to motivate the employee	()	()	()	()	()
2	Performance appraisal recognize the employee achievement	()	()	()	()	()
3	Employee those performance are	()	()	()	()	()

	better are rewarded high.					
4	Employee satisfied with the evaluation	()	()	()	()	()
5	Employee satisfied with existing performance appraisal system	()	()	()	()	()

8. Reliability

S.no		Strongly Agree	Agree	Never	Disagree	Strongly Disagree
1	Performance appraisal system is meeting with the mission and vision of the organization.	()	()	()	()	()
2	The existing appraisal system is very accurate in terms of employee evaluation.	()	()	()	()	()
3	Employee evaluate honestly and fairly.	()	()	()	()	()

4	Employee performance appraisal is reliable and relevant.	()	()	()	()	()
5	Management gives a fair feedback	()	()	()	()	()

9. TRAINING AND SUPPORT

S.no		Strongly Agree	Agree	Never	Disagree	Strongly Disagree
1	Company provides better training to meet the standards	()	()	()	()	()
2	Company motivates to performance better	()	()	()	()	()
3	Efforts of the employee is well appreciate by management based on the performance.	()	()	()	()	()
4	Management care about my general satisfaction at work	()	()	()	()	()
5	Company training helps to perform Better.	()	()	()	()	()

