

A STUDY, ON PERFORMANCE APPRAISAL OF EMPLOYEES IN VIVAHOUSING & AURA HOMES

Submitted in partial fulfillment 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 | 12B Status by UGC | Approved by AICTE

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SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **BHUVANESH.R (40410034)** who carried out the project entitled “**A Study on Performance appraisal of employees in Viva housing & Aura homes**” under my supervision from September 2021 to October 2021.

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Submitted for Viva voce Examination held on _____

Internal Examiner

External Examine

DECLARATION

I **BHUVANESH.R (40410034)** hereby declare that the Project Report entitled “**A Study on Performance appraisal of employees in Viva housing & Aura homes**” done by me under the guidance of **DR.RANI** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

BHUVANESH.R

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

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BHUVANESH.R

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ABSTRACT

A performance appraisal is known by other terms like employee appraisal, performance review. It is a method by which the job performance of an employee is measured in terms of quality, quantity, cost, behaviour and time. It is conducted by self, peers, seniors and junior. But generally in formal method it is conducted by the immediate manager or supervisor under whom the person is directly working

A performance appraisal is a part of measuring, comparing, finding, guiding, correcting and managing career development of the employees. It is the process of gathering, recording and critically analysing information about the relative importance of employees to the organization. Performance appraisal is study of present achievements, and failures, personal strengths and weaknesses, and suitability for incentives, rewards and recognition, increased pay scale, promotion or further training. Finally it shows the suitability of the person at present job to the organization

This study has been done to analyse the concept of performance appraisal, its objectives and process to carry out the performance appraisal. The study will be helpful for the HR people to have a better understanding of the concept and the effective method to conduct it

Key words — Performance Appraisal, Organization, Individual, Regression, Correlation, Residual analysis, Chi square test.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Organisations are set up to achieve certain objectives. Achievement of goals or targets depends upon the performance of individual employees. The objectives can be fulfilled when the tasks are assigned to the employees and they perform the tasks. Otherwise these cannot be fulfilled. Now the question arises how far the work has been done as per the planning. The responsibility, accountability and performance standards have been met or not. Hence it is quite necessary to understand as to what extent employees have been successful at their jobs for achievement of their goals. This information will be available when the performances of employees have been evaluated at the end of the year. If it is not done then the management will not come to know the exact position about the targets achieved. They will be in the dark and there will be chances of planning failure. The planning is done in the beginning of performance management process.

The performance appraisal is an important stage in this process. It shows as per planning of objectives, performance standards and behaviour the communication, counseling, coaching, motivation and feedback have been given or not. Finally to see what is the impact of these planning and action on the performance of the employees. The performance standards regarding quality, quantity, cost and behaviour have been achieved or not. So it becomes necessary to carry out the performance appraisal of every one for smooth working of the organisation. Thus performance appraisal forms an important part of HRM. Performance appraisal is mainly used for three purposes

(a) As a basis of reward allocation such as salary increments, promotion and other rewards etc. In performance appraisal systems slow and fast working employees are identified. Under compensation, rewards and recognition plans the employees are given higher

pay scales, higher incentives for better performance and appreciation for the work. Some time the cases of good performers are recommended for further promotion. It leads to development and motivation of employees.

(b) Performance appraisal will point out the weaknesses of employees and will spot the areas where development efforts are needed. The weaknesses in initiatives, leadership quality, problem solving approach, behaviour, discipline, difficulties faced during the work and competencies for performing the tasks. The deficiencies can be pinpointed. Performance appraisal is a tool for identification of deficiencies. On the basis of identification the remedial action can be taken to overcome the deficiencies. This way the performance of employees may improve to a good extent.

(c) It can be used for the selection and development programme. It will differentiate satisfactory performers from unsatisfactory ones. The performance appraisal will help the management to perform functions relating to selection, development, salary, promotion, penalties, lay-off and retrenchment

1.2 Evolution Over the Period of Time:

Performance appraisal is an old concept. In fact it began in China in the Weidy Dynasty where an imperial rater appraised the performance of the members of office family (CAD) 261 – 265.

In 1883, New York City Civil Services introduced formal appraisal programme before First World War. However formal employee's performance appraisal is believed to have been started for the first time during First World War. Walter Dill Scott, US army chief put in place man-to-man rating system in military establishment.

In the early fifties performance of technical, professional and managerial personnel were taken up. Since then, it gained momentum. A tremendous change has been sweeping the performance appraisal spectrum of HR. Different experts have evolved different philosophies and concepts in the sphere of performance evaluation. The common phrases used include merit rating, behavioural assessment, employee evaluation, personnel review, performance audit etc. However the term 'performance appraisal' is widely used.

1.3 Types of Appraiser:

Analysis of a number of appraisal situations reveals that several alternatives are available for conducting performance appraisals. The effectiveness of some of these alternative choices depends on factors such as the capability, knowledge level, objectivity, time availability, and so on.

1. Self-Appraisal:

Self-appraisal is a common practice today, with the employees being given a role in evaluating their own performance. The employee himself is best equipped to evaluate his performance because he understands his strengths and weaknesses the best.

2. Supervisors:

It is the responsibility of the supervisor to ensure that his subordinates perform their jobs well. Hence, the authority to evaluate the employee performance has traditionally been with the supervisor. Even today, the supervisor has a very important role to play in the appraisal of his subordinates.

3. Peers:

Peer evaluation is a very sensitive area as it may lead to false and unhealthy appraisals, because of the competition among peers. The organisation has to reach an advanced stage of development before it can handle peer appraisal. Peer appraisal has to be used to assess the communication and interpersonal skills of the employee, which can affect the team performance.

4. Customers/Clients:

The performance of an employee has a direct and immediate impact on his customers, either internal or external. In service organisations like banks and hotels, customer feedback has become the most important tool in evaluating employee performance. In manufacturing organisations, the internal customer evaluates the performance of the employee.

5. Subordinates:

The concept of the subordinates evaluating the performance of his supervisor is yet to gain acceptance in most Indian companies. The Indian culture does not encourage the idea of a subordinate appraisal. However, with more and more MNCs operating in the country today, this concept is likely to gain ground.

CHAPTER 2

REVIEW OF LITERATURE

- Maximizing performance is a priority for most organizations today, (Mathis et al, 2004). Every employer desires that his employee does his or her job well and this can be achieved through managing performance
- Literature available indicates that a lot of researches have been conducted on performance appraisal. However, for this study, this literature review is focused on performance management, performance appraisal in general, the history of performance appraisal, consequences of appraisal, design of appraisal system, effective appraisal system, training of appraisers, appraisal feedback and motivation
- It is always important for managers and supervisors to get the best performance from their workforce in terms of levels of production and quality of output (Foot and Hook, 2005). In order to achieve this, certain systems or programmes such as performance appraisal need to be put in place.
- The success or failure of performance appraisal programmes depends on the philosophy underlying it, its connection with business goal, and the attributes and skills of those responsible for its administration. According to Dessler (2005), performance appraisal means evaluating

employees ' current and or past performance relative to his or her performance standards. That is employees will be assessed after a given period of time what they have been able to achieve by a target set. This will also help supervisors to know how well their subordinates are performing on their jobs.

- Hodgetts and Kroeck (1992), hold the view that performance appraisal is the systematic observation, evaluation and description of work-related behavior. By this, an employee is observed from time to time by critically considering what knowledge, ability and skills he uses to accomplish
- Performance appraisal by nature requires that there is the need for goal setting and expectation of results. Goal setting theory claims that people work better when they have clear realizable and significant goals and argues that people will put more E's (energy, effort, enthusiasm, excitement and so on) onto their work if they believe their effort will result in tangible achievements that will help them fulfill personal needs, Marbey and Salaman (1995).

CHAPTER 3

RESEARCH METHODOLOGY

Research methods can be classified in different ways, the most common distinction is between the quantitative and the qualitative approaches (Myers, 20071). Quantitative approaches were originally used while studying natural sciences like: laboratory experiments, survey methods and numerical methods.

This study typically takes the form study of secondary data available on performance appraisal system of select organisations. The interviews have also been done to understand and conclude the effectiveness of the process. Individual interviews have the advantages of providing very rich information and avoiding the influence of others on the opinion of any one individual.

3.1 NEED FOR THE STUDY

- ❖ Evaluation of an employee's performance helps to take management decisions on transfers, promotions, increments etc.
- ❖ Performance appraisal helps to ascertain the training and development needs of the employer.
- ❖ Performance appraisal. or an individual's performance evaluation helps in designing the reward system.
- ❖ The feedback presided after evaluating the performance of an individual acts as a motivator.
- ❖ The Performance appraisal acts as a validation of the selection procedure.

3.2 SCOPE OF STUDY

- ❖ Provide employees with a better understanding of their
- ❖ Increase confidence through recognizing strengths while identifying training needs to improve weaknesses.
- ❖ Improve working relationships and communication between supervisors and subordinates.

- ❖ Increase commitment to organizational goals; develop employees into future supervisors.
- ❖ Assist in personnel decisions such as promotions or allocating rewards.
- ❖ Allow time for self-reflection, self-appraisal and personal goal setting.

3.3 Objectives of the Study.

- ❖ To maintain records in order to determine compensation packages, wage structure, salaries raises, etc.
- ❖ To identify the strengths and weaknesses of employees to place right men on right job.
- ❖ To maintain and assess the potential present in a person for further growth and development.
- ❖ To provide a feedback to employees regarding their performance and related status.
- ❖ To provide a feedback to employees regarding their performance and related status.
- ❖ It serves as a basis for influencing working habits of the employees.
- ❖ To review and retain the promotional and other training programmes.

3.4 Methods of Performance Appraisal

There are a number of methods that are used to evaluate employee's performance. It may be evaluated on the basis of his traits and attributes as well as on the basis of his work or results and objectives achieved by him. Thus his performance may be measured in terms of standards of his traits and general behaviour on the job or in terms of results and goals. Some of the common techniques are given below. Each method has its merits and demerits but one thing is clear that the technique employed has to evaluate mainly his job related performance. The appraisal methods can be classified as follows:

- (a) Individual appraisal, group appraisal and other methods
- (b) Traditional and modern methods

(a) Individual Appraisal Methods

Some of the methods which are widely used to evaluate an individual employee against the standard are as under:

(i) Rating scale: This is the oldest and most popular method of evaluating individual's performance. In this technique the appraiser judges the employee's performance along a scale from low to high. The appraiser rates employee's work and traits such as output,

dependability, loyalty, initiative, cooperation, attendance and the like as poor, average, good, very good, excellent etc. Rating is the subjective opinion of the appraiser about the individual work or particular trait. This is noted on the appraisal form against each criterion or trait. The ratings may be assigned numerical values or scores, so that an average can be calculated and a comparison be made. For example, poor standard may indicate no or zero score, fair, acceptable, good and excellent rates may have 1, 2, 3 and 4 scores respectively. Score for overall performance can be determined and compared in case of each employee. Sometimes grades A, B, C, D, E may be assigned as a rating measure. A- for excellent performance, B-for very good, C-for good, D- for average and E-for poor performance.

(ii) Checklist method.

The appraisal form in this technique is a checklist of statements or words which describes employee's performance or behaviour. The rater reads the same and rates the employee against that statement. It is in the form of yes-no response. The rater marks yes if he is in agreement with the statement or description. Marks no if employee does not agree with the statement. Finally the total of yes and no are taken into account. Sometimes, personnel department may assign weights to each item or statement of the checklist according to its importance for evaluating performance. This is known as weighted checklist rating method. Weighting helps in quantifying rating.

(iii) Forced choice method.

In this case the appraisal form contains different sentences, each of them contains a pair of positive or negative statement relating to various classes of characteristics, such as learning ability, co-operation, leadership, dependability, loyalty, attendance, work performance etc. In each item, the appraiser or rater has to choose that statement out of the two, which fits the employee most. For example, if both the statements in an item benefit the employee performance, the rater has to discard any one. Hence this technique is known as forced choice method. For instance, take the item - 'has sound job knowledge.... works hard.' If both statements benefit an employee, in this method, the rater has to choose only one of the two. The other is overlooked. The appraisal may be faulty on this account.

(iv) Critical incident method.

In this technique, the rater records an extreme or extraordinary behaviour displayed by the employee when he works on the job. This will assist him to appraise his performance. The incidents that take place may indicate positive or good behaviour of the employee or his negative or bad behaviour e.g. in case of a fire, the employee might have shown an exemplary courage. Without worrying about life risk he controls the fire. Another example,

when there is an income tax department raid in the company office and the finance manager is not available in office. The dealing persons shows the initiative to handle the situation very effectively by explaining every points asked by the income tax inspector. The incidents are noted in a critical incident sheet. These are taken into account while evaluating employees' performance in critical situations.

(v) Field review method

In this method a specialist of the personnel department goes into the field and helps the supervisor in rating the employee. The work of the employees is observed actually in the field. The observer sees the nature of job, environment in which the job is performed, the climatic conditions, difficulties faced, working conditions, methods used for working, facilities available to the workers, risks involved in the jobs. The specialist prepares an evaluation based on the observation and information provided by the immediate supervisor about the performance of the employee. It is forwarded to the supervisor for review, modification or for discussion with the employee. The only difference is that a skilled specialist fills up the appraisal form.

3.5 Basic Principles of Effective Performance Management

Quality and effectiveness of P.M is a reality in organisations only when certain basic and fundamental tenets/ principles or practices of management are followed. These include:

1. Transparency – decisions relating to performance improvement and measurement such as planning, work allocation, guidance and counseling and monitoring, performance review etc., should be effectively communicated to the managers and other members in the organisation.

2. Employee development and empowerment – effective participation of employees/ managers (individuals and teams) in the decision – making process and treating them as partners in the enterprise. Recognizing employees/ managers of their merit, talent and capabilities, rewarding and giving more authority and responsibility etc., come under the umbrella this principle

3. Values – a fair treatment and ensuring due satisfaction to the stakeholders of the organisation, empathy and trust and treating people as human beings rather than as mere employees form the basic foundation, apart from others.

4. Congenial work environment – the management need to create a conducive and congenial work culture and climate that would help people to share their experience knowledge and information to fulfill the managers aspirations and achieve organisational goals. The managers employees should be well informed about the organisational mission, objectives, values

and the framework for managing and developing individuals and teams for better performance.

5. External environment – effective and contextual management of external environment to overcome the obstacles and impediments in the way of effective managerial performance.

3.6 Performance Appraisal Process

i. Setting the performance standards:

The first step in the process of performance appraisal is setting up of the standards which will be used as a benchmark to compare actual performance of the employees. This step requires setting the performance criteria to judge performance of the employees as successful or unsuccessful of the degrees. To be useful standards should relate to the desired result of each job. The standards set should be clear, easily understandable and in measurable terms. In case the performance of the employee cannot be measured, great care should be taken to describe the standards.

ii. Communicating the standards:

There are two parties involved in performance appraisal: appraiser and appraisee. Appraiser is one who does the appraisal and the appraisee is the one whose performance is evaluated.

An appraisee should be informed the standards .This will help them to understand their roles and to know what exactly is expected from them. The standards should also be communicated to the appraisers or the evaluators and if required, the standards can also be modified at this stage itself according to the relevant feedback from the employees or the evaluators.

iii. Measuring the actual performance:

The most difficult part of the performance appraisal process is measuring actual performance of the employees i.e. the work done by the employees during a specified period of time. It is a continuous process which involves monitoring the performance throughout the year. This stage requires careful selection of the appropriate techniques of measurement such as personal observation, statistical reports, and written reports for measuring the performance.

iv. Comparing actual performance with desired performance:

At this stage, actual performance is compared with the desired performance or performance standards. Comparison reveals deviations in the performance of the employees from set standards. This comparison can show actual performance being more than the desired performance or, actual performance being less than the desired performance. It includes recalling, evaluating and analysis of data related to the employees' performance.

v. Providing feedback:

Result of the appraisal is communicated and discussed with the employees on one-to-one basis.

The focus of this discussion is on communication and listening. The results, problems and possible solutions are discussed, with the aim of problem solving and reaching consensus. The feedback should be given with a positive attitude as this can have an effect on the employees' future performance. The purpose of a meeting should be to solve the problems faced and motivate the employees to perform better.

vi. Taking corrective action:

The last step of the process is to take decisions corrective action to overcome the deficiencies or the related HR decisions like rewards, promotions, demotions, transfers etc.

SAMPLE DESING:

- ❖ Sample size: 120
- ❖ Sample Location: Viva housing & Aura Homes.
- ❖ Trageted People: Employees
- ❖ Period of the study: The period of Study is Three Months From January 2022 To March 2022.

ANALITICAL TOOLS:

The following are the statistical tools used for the Study

- ❖ CHI SQUARE
- ❖ CORRELATION
- ❖ REGRESSION

CHAPTER 4

DATE ANALYSIS AND INTERPRETATION

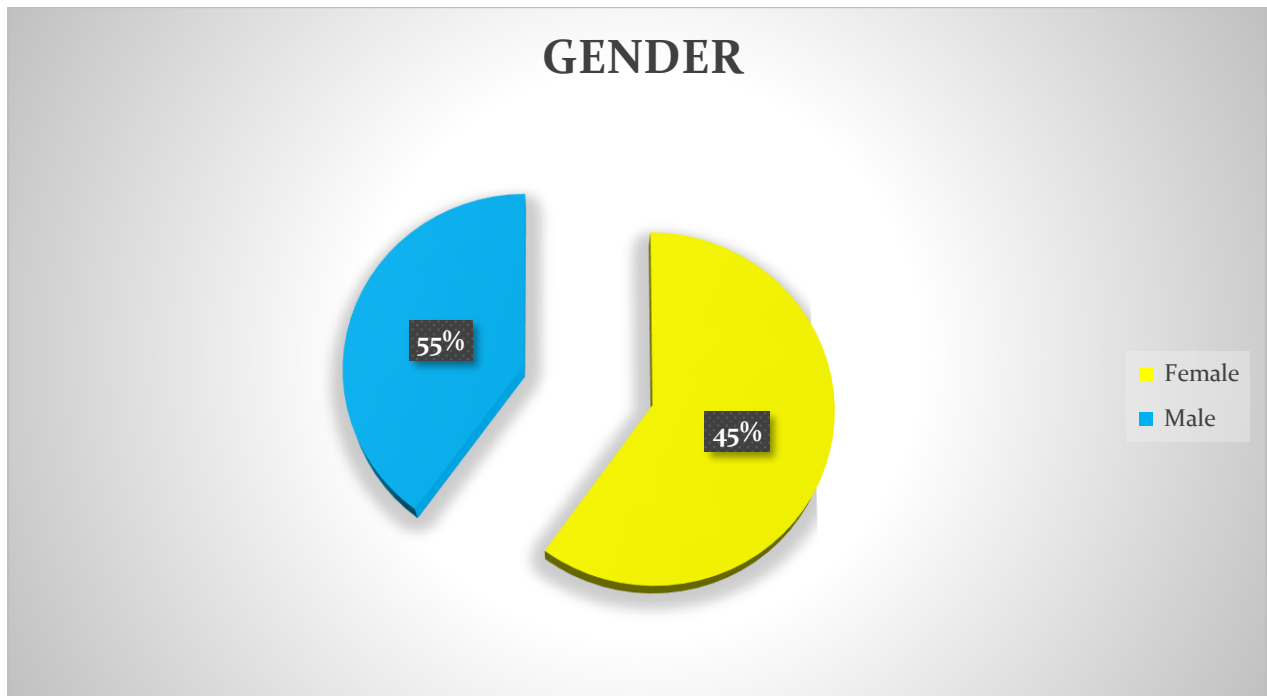
4.1 Percentage Analysis

TABLE 4.1 :GENDER WISE CLASSIFICATION OF RESPONSE

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Female	45	45%
Male	55	55%
TOTAL	100	100

SOURCE : Primary Data

CHART 4.1: GENDER WISE RESPONSE.



INTERPRETATION

From the above table shows that the Gender of the response 55% of Male remaining 45% Female response .

INFEARENCE:

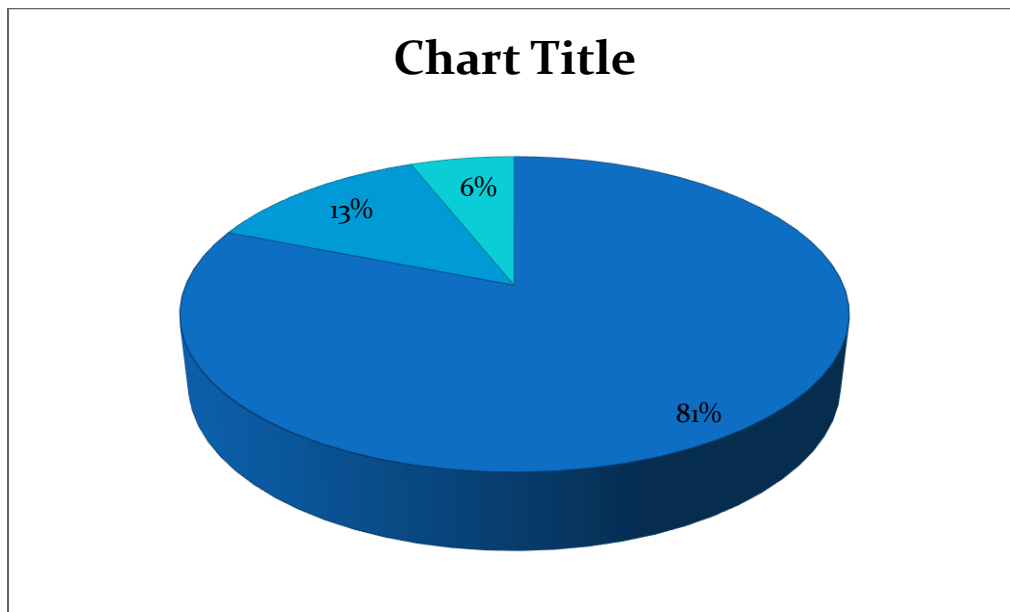
The majority of response in chart wise classified (55%) in Gender respondent in male.

TABLE 4.2. Distribution Of Respondents According To Their Age:

PARTICULAR	NO OF RESPONSE	PERCETAGE
20 Above	81	81%
21-30 years	13	13%
31-40 years	6	6%
Total	100	100

SOURCE: Primary Data

Chart 4.2 Respondents According To Their Age:



INTERPRETATION

From the above table ,it is observed that 81%of the respondents are in the **20 Above years**, and in the age **21 to 30 Years** were in 13%.then 6% contain the age of **31 to 40 Years**.

INFERENCE:

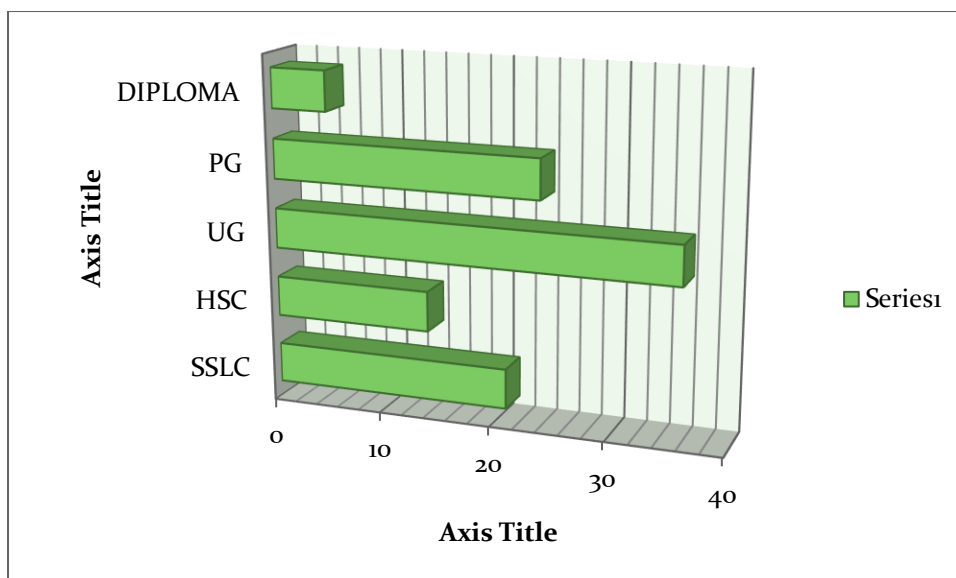
Majority of the respondents are between **20 Above years**.

TABLE 4.3 Respondents according to their Education:

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Diploma	5	5%
Under Graduate	36	36%
Post Graduate	24	24%
HSC	14	14%
SSLC	21	21%
TOTAL	100	100%

SOURCE: Primary Data

CHART 4.3: According to their Education:



INTERPRETATION:

In the above graph it is observed that 21% of response from **SSLC** and 14% are **HSC** and 36% are **under graduates** and 24% are **post graduates**. Other group contain 5% of response in **diploma**.

INFERENCE:

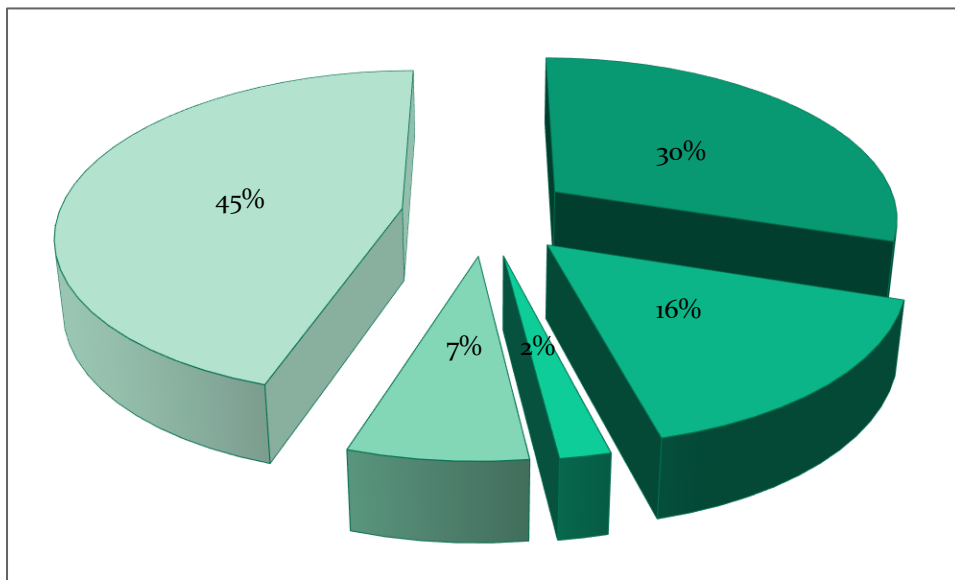
Majority of the Respondents has been completed the **Under Graduate Degree**.

TABLE 4.4 Number of years service in this Organization.

PARTICULAR	NO OF RESPONSE	PERCETAGE
Below 1years	2	2%
1-2 years	7	7%
2-3 years	30	30%
3-4 years	16	16%
4 years above	45	45%
TOTAL	100	100%

SOURCE: Primary Data

CHART 4.4 Number of years service in this Organization.



INTERPRETATION:

From the above table shown that the, it is observed that 30% of the respondents are in the using **2-3 years** and in the 45% of the response in using **4 years Above**, and 16% of response in **3-4 years**, and 2% of **Below 1 years** users, and 7% using of **1-2 years** respondents.

INFERENCE:

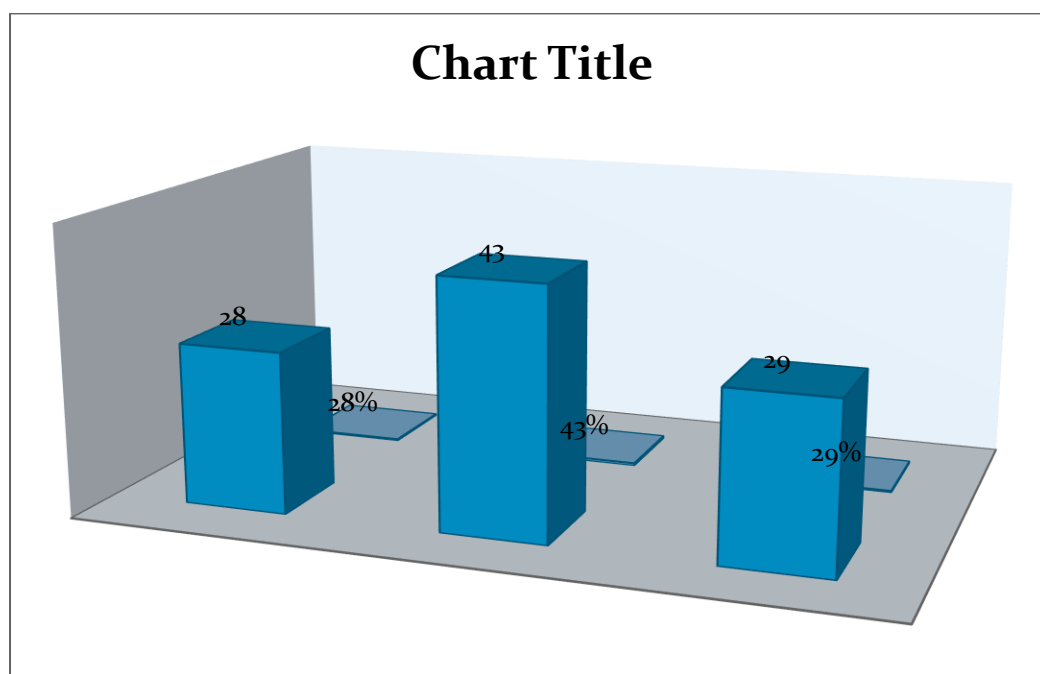
The majority of response have **4 Years Above**.

TABLE 4.5 In your Opinion Performance Appraisal is?

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Evaluation of Employees	28	28%
Promotion of Employees	43	43%
Job Satisfaction of Employees	29	29%
Motivation	-	-
TOTAL	100	100%

SOURCE: Primary Data

CHART 4.5 According to their Are Employeed



INTERPRETATION:

From the above graph it is observed 28 % of response **Evaluation of Employees.** for change transaction method, and 43% of **Promotion of Employees.** and 29% response in **Job satisfaction of Employees.** And Nil for **Motivation.**

INFEARENCE:

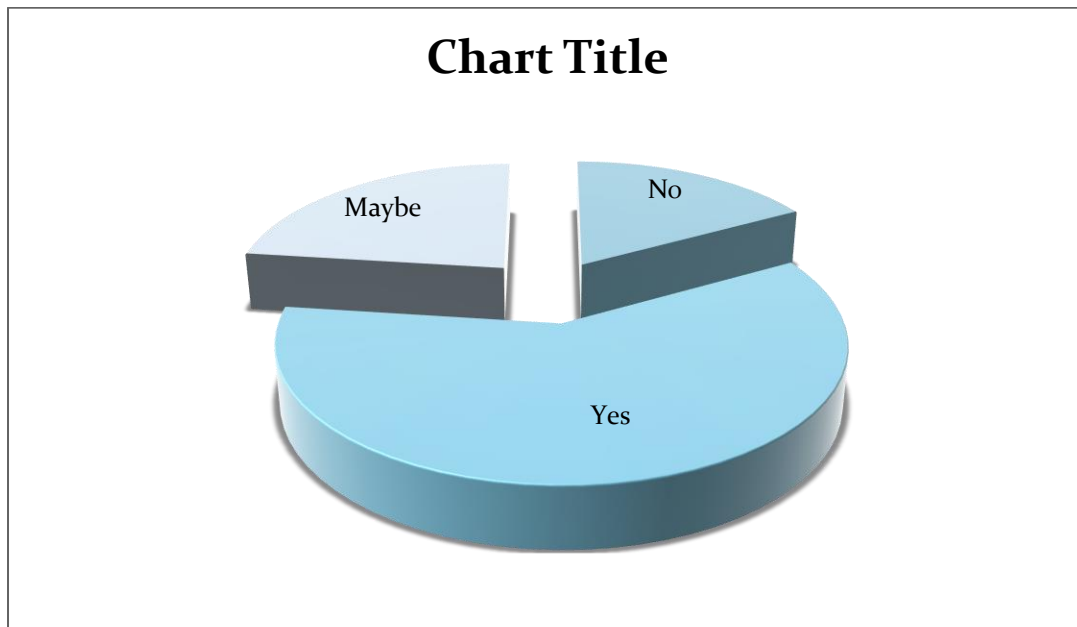
Majority response is **Promotion of Employees.**

TABLE 4.6 Do you receive any increment in your salary after performance Appraisal?

PARTICULAR	NO OF REPOSENSE	PERCENTAGE
Yes	60	60%
NO	17	17%
Maybe	23	23%
Total	100	100

SOURCE: Primary Data

CHART 4.6 Do you receive any increment in your salary after performance Appraisal?



INTERPRETATION:

From the above graph it is observed that 17% of response in **No**, and 60% of response in **Yes** and 23% of respondents in **Maybe**..

INFEARENCE:

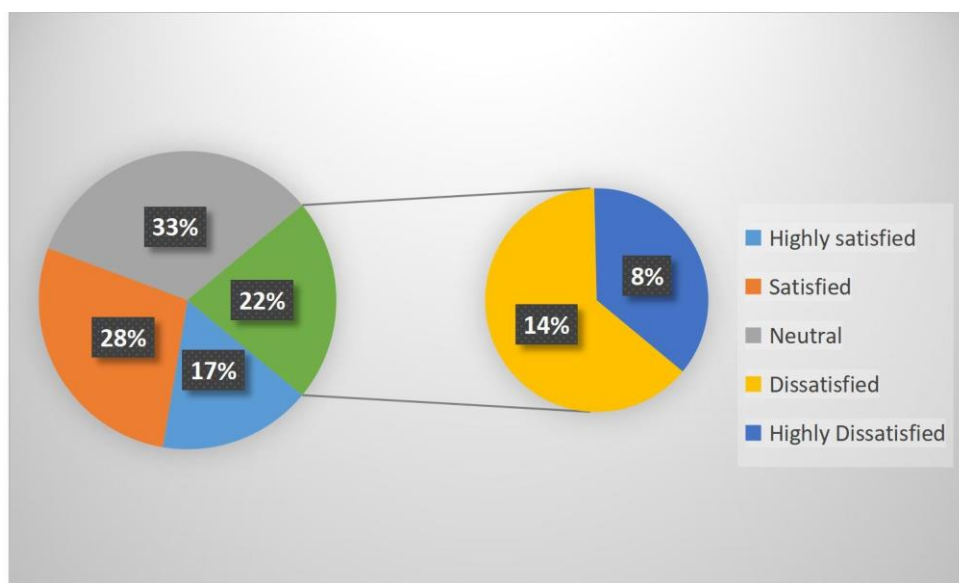
Majority of the respondents in **Yes**.

TABLE 4.7 How satisfied you are with your Job.

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Highly Satisfied	17	17%
Satisfied	28	28%
Neutral	33	33%
Dissatisfied	14	14%
Highly Dissatisfied	8	8%
Total	100	100%

SOURCE: Primary Data

CHART 4.7 How satisfied you are with your Job.



INTERPRETATION :

From the above graph it is observed that 17% of the respondents perceive **highly satisfied** morale in the company and 28% are **satisfied**. 33% of the respondents feel they perceive **neutral** morale in the company. 14% of them feel they're **dissatisfied** and 8% **highly dissatisfied**.

INFERENCE:

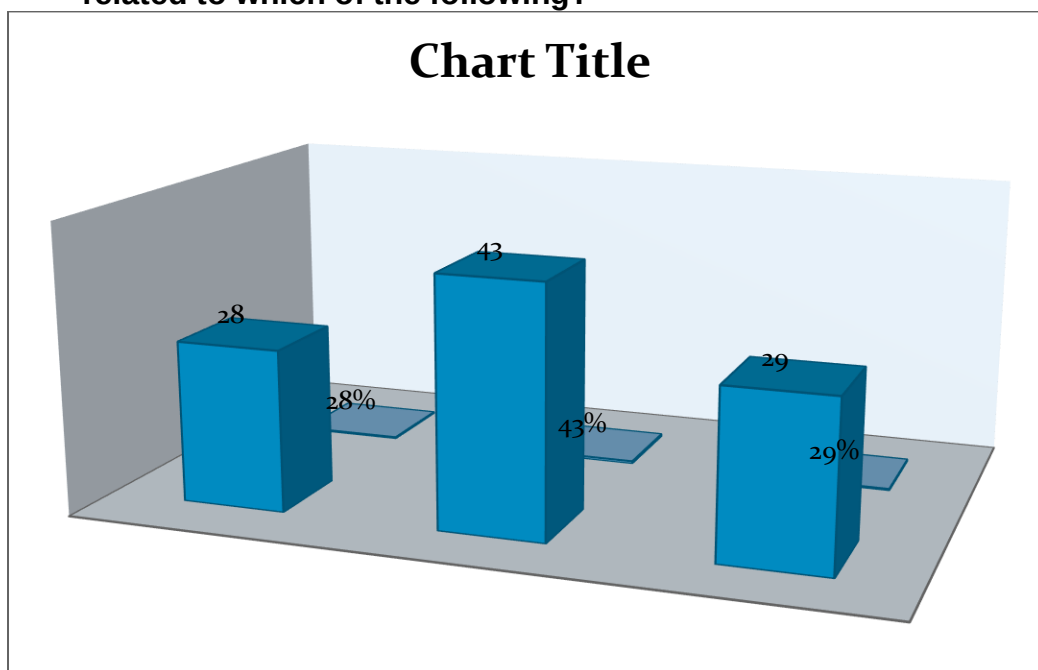
Majority of the respondents are **Neutral** about the morale in the company.

TABLE 4.8 : In your opinion, the Performance Appraisal system of your organization is related to which of the following?

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Retention of Employees	28	28%
Recruitment System	29	29%
Organizational Culture	43	43%
Motivation	-	-
TOTAL	100	100%

SOURCE: Primary Data

CHART 4.8 In your opinion, the Performance Appraisal system of your organization is related to which of the following?



INTERPRETATION:

From the above graph it is observed 28 % of response **Retention of Employees**. for change transaction method, and 43% of **Organizational Culture**. and 29% response in **Recruitment System**. And Nil for **Motivation**.

INFERENCE:

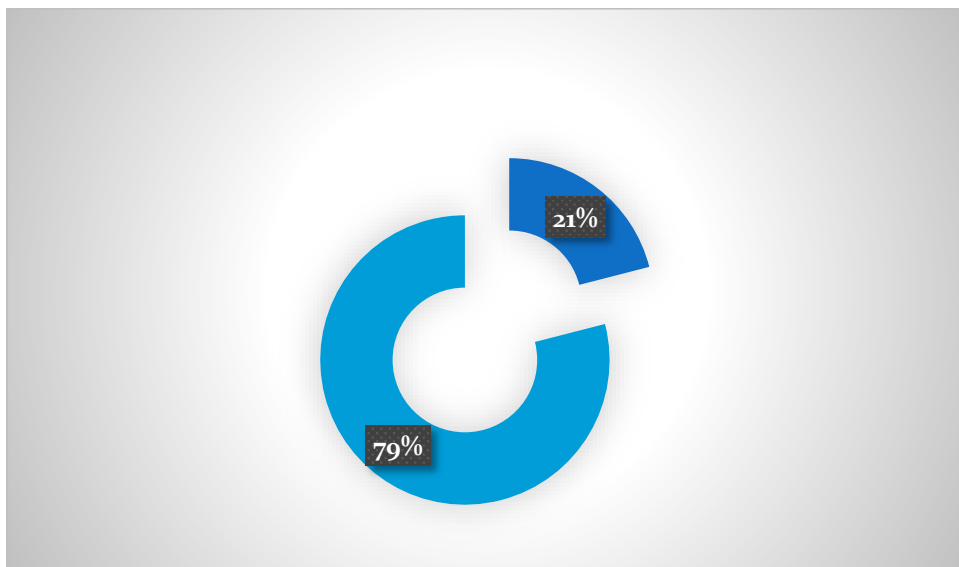
Majority response is **Organizational Culture** .

TABLE 4.9 Do you think performance appraisal give constructive criticism in a friendly and positive manner?

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Yes	79	79%
No	21	21%
Total	100	100

SOURCE: Primary Data

CHART 4.9 Do you think performance appraisal give constructive criticism in a friendly and positive manner?



INTERPRETATION:

From the above graph it is found that 79%of respondents who **Yes** and 21% respondents **No**.

INFERENCE:

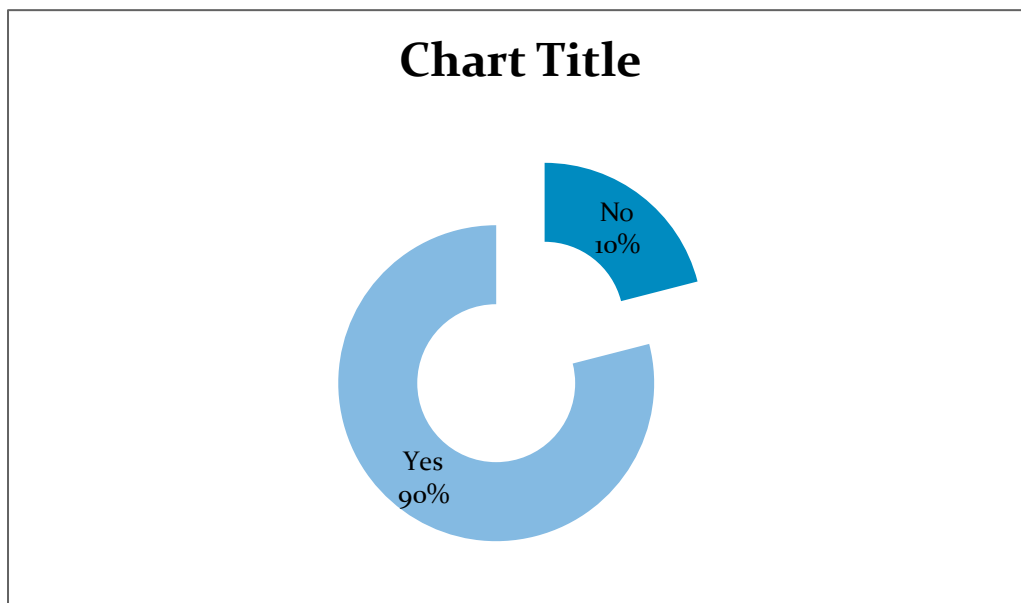
Majority of respondents **YES**.

TABLE 4.10 Do you receive any increment in your salary after performance Appraisal?

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Yes	90	90%
No	10	10%
Total	100	100

SOURCE: Primary Data

CHART 4.10 Do you receive any increment in your salary after performance Appraisal?



INTERPRETATION:

From the above graph it is observed that 90% of response in **Yes**, and 10% of response in **No**.

INFERENCE:

Majority of the respondents in **YES**.

CHI SQUARE TEST

4.2 CHI SQUARE TEST-1

The Chi-Square test is the widely used non-parametric statistical test that describes the magnitude of discrepancy between the observed data and the data expected to be obtained with a specific hypothesis.

HYPOTHESIS:

1. **Null Hypothesis H0:** There is no significant relationship between the gender of the employee and the factors contributing to employee morale.
2. **Alternate Hypothesis H1:** There is a significant relationship between the gender of the employee and the factors contributing to employee morale.

Gender Indicate your level of agreement with each of the following statement:
[satisfied you are with your Job]

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender_ * Satisfied you are with you job_	110	99.1%	1	0.9%	111	100.0%

Gender_ * satisfied you are with your Job _ Crosstabulation

			Satisfied you are with your Job_					Total
			Highly satisfied	Highly dissatisfied	Neutral	Satisfied	Dissatisfied	
Gende	Male	Count	15	18	9	2	3	47

r_	Female	Expected Count	15.0	18.4	8.1	2.1	3.4	47.0
		Count	20	25	10	3	5	63
		Expected Count	20.0	24.6	10.9	2.9	4.6	63.0
Total		Count	35	43	19	5	8	110
		Expected Count	35.0	43.0	19.0	5.0	8.0	110.0

Chi-Square Test

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.285 ^a	4	.991
Likelihood Ratio	.285	4	.991
Linear-by-Linear Association	.014	1	.907
N of Valid Cases	110		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is 2.14.

INFERENCE

Since p value (0.907) is greater than 0.05 .We accept the and reject the Chi-square Test the cases with valid data in the specified range(s) for all variables in the each table. Hence there is no significant different between Gender Indicate your level of agreement with each of the following statement Satisfied your are with job.

CHAPTER 5

SUMMARY OF FINDINGS, SUGGESTIONS & CONCLUSION

5.1 FINDINGS

- Majority 55% of respondents are in the **male** employees.
- Majority 81% of respondents are in the age between **20 Above years**.
- Majority 36% of respondents have completed their **Under Graduation**.
- Majority 45%of respondents are **4 Years Above** .
- Majority 43%of respondents are working **Promotion of Employees**.
- Majority 60% of respondents are **Yes**.
- Majority 33% of respondents has **Neutral**.
- Majority 43% of respondents are **Organizational Culture**.
- Majority 79% of respondents are **Yes**.
- Majority 90%of response are **Yes**.

5.2 SUGGESTIONS

Behaviourally Based Measures:

Evidence strongly favours behaviourally based measures over those developed around traits. Many traits often considered to be related to good performance may, in fact, have little or no performance relationship.

Traits like loyalty, initiative, and reliability may be prized by managers, but there is no evidence to support that these traits will be adequate synonyms for performance in a large number of jobs. A second weakness in traits is the judgement itself. What is loyalty? What one person considers as '**loyalty**' the other may not. So traits suffer from weak interrater agreement.

Combine Absolute and Relative Standards:

The appraisal methods that combine both absolute and relative standards should be adopted by evaluators. For example, the evaluators may want to use graphic rating scale and individual ranking method.

This dual method of appraisal has been instituted at some organisations to deal with the problem of grade inflation. Employees get an absolute grade-A, B, C, D or E and next to it is a relative mark showing how this employee ranked in the particular department or job circle. In this way, the drawbacks of relative or absolute standards can be removed.

Ongoing Feedback:

The managers should share with the subordinates both expectation and disappointment on a day to day basis. By providing the employee with frequent opportunities to discuss performance before any reward or punishment consequences occur, there will be no surprises at the time of the annual formal review.

- ☐ Begin with a strong performance plan. ...
- ☐ Use a uniform evaluation cycle. ...
- ☐ Require regular coaching and feedback. ...
- ☐ Hold formal interim reviews. ...
- ☐ Set clear expectations for supervisors. ...
- ☐ Provide supervisor training. ...
- ☐ Provide HR support to supervisors. ...
- ☐ Build a culture that values feedback.

5.3CONCLUSION

The findings in this research have showed that it is essential to have an effective performance appraisal system. The system should be free from bias so that employees are afforded the chance to get a fair appraisal. It shows that if appraisals are not fair, then an employee would not be aware of their true performance level. This could affect their opportunity for advancement in their jobs in the future. It can also affect employees' moral as good appraisal results motivate employees to work even harder. Therefore, inaccurate ratings results in frustrated employees, inappropriate rewards and punishment.

The findings further suggest that the Public Service has suffered from some of the problems associated with performance appraisal. Attention must be paid to improving the system in terms of training raters and setting clear goals for the betterment of the employees' and the service in general. This is essential as the Public Service plays a vital role in providing services to the country of Belize. If employees are not performing at the required levels, good service delivery will not be possible. The only way to determine whether they are performing at required level is if the system produces accurate and valid results.

Findings suggest that public officers need to become acquainted with the organization's purpose and objectives. It will help them to feel more apart of the process and amplify their desire to contribute more. Hence they would be performing at their best and would not require raters to grade leniently or grade based on perceptions. The reason being, is that they would see employees performing at their best so their will be no need for bias.

The research was conducted using only qualitative research methodology in the form of open-ended questionnaire due to time constraints. This limits the number of sample size, because if it is too large it would be difficult for the researcher to analyze. Open-ended questions also leads to the possibility of bias response from the respondents. It is recommended that in the future studies include both qualitative and quantitative methods to assist with the analysis.

Participants were selected only from the ministries due to time constraint and geographic location and also keeping in mind a reasonable sample size. However, bear in mind that participants from the ministries are those involved in developing and implementing policies hence they would be able to lend valuable input. It is recommended that other researchers include departments as well as a part of their sample.

Another limitation the researcher encountered was the fact that there were limited scholarly reviews in some areas of the research, mainly that of the importance of linking employee performance goals with organizational goals. Research question 4, looked at whether lack of performance management/appraisal training would result in raters making assessment errors. However, only experimental study can answer this question accurately, to test whether lack of training would result in raters making assessment errors. As qualitative study shows only the respondents' opinion on what they have experienced and believes to be true.

After going through the study we may conclude that an appraisal is the analysis of the performance of an individual, which usually includes assessment of the individual's current and past work performance. Broadly speaking, there are two main reasons for the appraisal process. The first is the control purpose, which means making decisions about pay, promotions and careers. The second is about

identifying the development needs of individuals. As said above the very purpose of performance appraisal is to know performance of employee, subsequently to decide whether training is needed to particular employee or to give promotion with additional pay hike. performance appraisal is the tool for determining whether employee is to be promoted, demoted or sacked (remove) in case of very poor performance and no scope for improvement.

Every corporate sector uses performance appraisal as a tool for knowing about the employee and take decisions about particular employee.

Performance Appraisals is not only an evaluation process of a person's performance with reward / punishments as an outcome of it. Rather, its intent is to align and improve the performance of an individual to meet the overall organizational goal.

goals and objectives established and every employee has to be involved in the process. Also conducting a performance appraisal will improve productivity and also the morale of the employees. Appraisals are a positive way for a manager to let the employees know how well they are performing the duties that are assigned to them. Sometimes we get caught up in our job and do not realize what all the company strives to do for employees. Whether the reward is a lousy employee dinner and or a simple thank you card, your work is being recognized. Also, employees should be thankful for any job they may have, because the company did not have to hire on any means.

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ANNEXURE-1

Q1. Name of the Employee.

Q2.Age Group.

- a) 20 Above
- b) 21-30Years
- c) 31-40Years

Q3. Gender.

- a) Male
- b) Female

Q4. Educational Qualification.

- a) Diploma
- b) Under Graduate
- c) Post Graduate
- d) Others

Q5. Number of years service in this Organization.

- a) Below 1 Year
- b) 1 To 2 Years
- c) 2 To 3 Years
- d) 3 To 4 Years
- e) 4 Years and above .

Q6. In your Opinion Performance Appraisal is?

- a) Evaluation of Employees
- b) Promotion of Employees
- c) Job Satisfaction of Employees
- d) Motivation

Q7. How satisfied you are with your Job.

- a) Highly Satisfied
- b) Satisfied
- c) Neutral

- d) Dissatisfied
- e) Highly Dissatisfied

Q8. Do you think performance appraisal give constructive criticism in a friendly and positive manner?

- a) Yes
- b) No

Q9. In your opinion, the Performance Appraisal system of your organization is related to which of the following?

- a) Retention of Employees
- b) Recruitment System
- c) Organizational Culture
- d) Motivation

Q12. Do you receive any increment in your salary after performance Appraisal?

- a) Yes
- b) No

Q13. Rate 0 out of 10 for the company appraisal.