

A STUDY ON EFFECTIVENESS OF PERFORMANCE APPRAISAL IN KALEESUWARI REFINERY PRIVATE LIMITED

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

R. VEERA RAGAVAN.
(Register No 39410224)



SCHOOL OF BUSINESS ADMINISTRATION

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAACI12B Status by UGC Approved by AICTE JEPPIAAR

NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

APRIL 2021



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BONAFIDE CERTIFICATE

This is to certify that this Industrial Training Report is the bonafide work of Mr. R. VEERA RAGAVAN (Register No 39410224) who have done the Project work "**A Study on Effectiveness of Performance Appraisal**" under my supervision from December 2020 to February 2021.

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Submitted for Viva voce Examination held on _____.

Internal Examiner

External Examiner

25th March 2021.

To,

The Dean (Student Affairs),

Sathyabama Institute of Science and Technology,

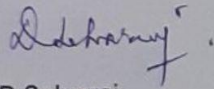
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Chennai - 600 119.

This is certify that **Mr. Veera Ragavan (Reg. No. 39410224) Second year MBA** has successfully completed his project – "A Study on Effectiveness of Performance Appraisal" with special references to Kaleesuwari Refinery Private Limited for the period (18.01.2021 to 25.03.2021) in our organization under our guidance and support. He submitted the report and it was satisfactory.

Yours faithfully,

For Kaleesuwari Refinery (P) Ltd.,



D.Selvaraj

Dy Manager - HR

DECLARATION

I VEERA RAGAVAN R (39410224) hereby declare that the Project Report entitled “**A Study on Effectiveness of Performance Appraisal**” done by me under the guidance of **Dr. N. KUMAR., MA., MPhil., MBA., PHD** and **Mr. Selvaraj D MBA., HR., IR** at Kaleesuwari Refinery Private Limited, No, 5 Mambakkam Main Road, Vegaivasal is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE: CHENNAI

SIGNATURE OF THE CANDIDATE

ACKNOWLEDGEMENT

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.

I convey my sincere thanks to **Dr. BHUVANESWARI G., MBA., PhD - Dean, School of Business Administration** and **Dr. PALANI A., M.Com., M.Phil., M.B.A., Ph.D.,** Head, School of Business Administration for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **Dr. N. KUMAR., MA., MPhil., PhD., MBA** for his valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

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VEERA RAGAVAN R

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ABSTRACT

Performance appraisal is also known as employee evaluation, merit rating, employee assessment etc. It is a systematic process of appraising an employee's current and past performance relative to his/ her performance parameters. The employee's performance should be based on organizational expectations and employee's actual performance. The need for effective performance appraisal in institutions has been emphasized in recent times. This study therefore investigated the effectiveness of performance appraisal systems in Kaleesuwari Refinery Private limited. The study was descriptive using both primary and secondary data. Data were collected with the help of questionnaires and analyzed with the help of the Statistical Package for the Social Sciences. The study found out that the institution has in place an appraisal system, and this was largely acknowledged by all categories of employees. Further, respondents indicated general understanding and support from the various stakeholders on the institution's appraisal system. The study found out that most employees show co-operation in the appraisal process the suggestions have been obtained from employee regarding framing the performance appraisal system. Employees were cooperation and fully supporting the performance appraisal in the institution & it was found to be highly effective in the employee's Performance.

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CHAPTER 1

INTRODUCTION

1.1 Introduction of the Study

Performance appraisal is also known as employee evaluation, merit rating, employee assessment etc. It is a systematic process of appraising an employee's current and past performance relative to his/ her performance parameters. The employee's performance should be based on organizational expectations and employee's actual performance. The idea that performance evaluation improves employee's performance is not a new one but it is seen in the roots of development of mankind. Each person is motivated when he is told about his actual performance and accepts what were his/her previous mistakes. Performance appraisal process may be held annually or monthly as per needed.

Concept of Performance Appraisal:

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

Performance appraisal system is focused to integrate the expectations at performance, which gives a total clarity between the appraiser and appraise. It is an instrument to create a conducive atmosphere in the organization. The purpose of any management is to build a very competitive and congenial work culture, which builds healthy competition, gives a sense of achievement to the employees on jobs. It is a continuous process to reach the desirous goal of not only the organization but also the employees. Filippo (1976) defines performance appraisal as, "performance appraisal is systematic way of reviewing and assessing the performance of an employee during a given period of time and planning for his future.

All organizations aim at being effective and achieving their goals, in order to do this, it is important to monitor or measure the performance of the employees on a regular basis. Effective monitoring also includes giving timely feedback, reviewing the performance according to pre-determined standards and timely recognition of the accomplishments, that motivates the employee to perform better each day. It is rightly

It is said that, "Encouraged people achieve the best; dominated people achieve second best; neglected people achieve the least." as recognition and reward at the right time is the best encouragement. Performance appraisal is necessary to measure the performance of the employees and the organization to check the progress towards the desired goals and aims. Performance appraisal continues to be a subject of interest and importance to human resource specialists. For decades, performance appraisal has received considerable attention in the literature, from both researchers and practitioners alike.

Objectives of Performance Appraisal

- To promote the employees, on the basis of performance and competence.
- To identify the requirement for training and development of employees.
- To provide confirmation to those employees who are hired as probationary employees, upon completion of the term.
- To take a decision regarding the hike in employees pay, incentives etc.
- To facilitate communication between superior and subordinate.
- To help employees in understanding where they stand in terms of performance.

Definition: Performance Appraisal is defined as a systematic process, in which the personality and performance of an employee is assessed by the supervisor or manager, against predefined standards, such as knowledge of the job, quality and quantity of output, leadership abilities, attitude towards work, attendance, cooperation, judgment, versatility, health, initiative and so forth. It is also known as performance rating, performance evaluation, employee assessment, performance review, merit rating, etc. Performance Appraisal is carried out to identify the abilities and competencies of an employee for future growth and development. It is aimed at ascertaining the worth of the employee to the organization, in which he/she works.

Advantages of Performance Appraisal

It is said that performance appraisal is an investment for the company which can be justified by following advantages:

1. **Promotion:** Performance Appraisal helps the supervisors to chalk out the promotion programs for efficient employees. In this regards, inefficient workers can be dismissed or demoted in case.
2. **Compensation:** Performance Appraisal helps in chalking out compensation packages for employees. Merit rating is possible through performance appraisal. Performance Appraisal tries to give worth to a performance. Compensation packages which include bonus, high salary rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal. The criteria should be merit rather than seniority.
3. **Employees Development:** The systematic procedure of performance appraisal helps the supervisors to frame training policies and programmers. It helps to analyses strengths and weaknesses of employees so that new jobs can be designed for efficient employees. It also helps in framing future development programmers.
4. **Selection Validation:** Performance Appraisal helps the supervisors to understand the validity and importance of the selection procedure. The supervisors come to know the validity and thereby the strengths and weaknesses of selection procedure. Future changes in selection methods can be made in this regard.
5. **Communication:** For an organization, effective communication between employees and employers is very important. Through performance appraisal, communication can be sought for in the following ways:
 - a. Through performance appraisal, the employers can understand and accept skills of subordinates.
 - b. The subordinates can also understand and create a trust and confidence in superiors.
 - c. It also helps in maintaining cordial and congenial labour management relationship.
 - d. It develops the spirit of work and boosts the morale of employees.

1.2 INDUSTRY PROFILE

India is the one of the largest producers of oilseeds in the world and has a wide range of oilseeds crops grown in different Agro climatic zones. India's share in the world oilseed production is about 8%. The estimated demand for vegetable oil is over 18mt (million metric tons) which is predominantly met by imports. Vegetable oil can be edible or non-edible. The vegetable oils are mostly derived from the particular plants or may be a blend of two or more oils. In India, different varieties of edible oils are consumed, depending mostly on regional preference and their availability. The per capita consumption / demand may be attributed to a combination of factors such as population growth, Improved living standards, changing, diets, etc. The price of vegetable oil is on an upward trend due to low stock, droughts, changing weather patterns and processing patterns and processing cost. Vegetable oil processing will remain as one of the largest industries segments in India as vegetable oil consumption is set to increase exponentially. The overall economics of the vegetable oil production industry is significantly influenced by effective by-product utilization to produce value added products.

This sector occupies a district position in Indian economy as it provides job opportunity to millions of people, achieves on an average a domestic turnover of US \$ 10 billion per annum and earns foreign exchange of US \$ 90 million per annum. It is extremely important to use latest technologies for processing vegetable oils so that it retains valuable nutrients in the processed oil, reduces specific energy consumption to thereby keeping the processing cost low and also meets the stringent environment emission norms.

Types of Oils Used in India:

- ❖ Sesame oil
- ❖ Mustard oil
- ❖ Coconut oil
- ❖ Groundnut oil
- ❖ Sunflower oil
- ❖ Soyabean oil
- ❖ Olive oil
- ❖ Rice Bran oil
- ❖ Safflower oil

- ❖ Flaxseed oil

Market Size

- ❖ India is expected to be one of the largest contributors to non-OECD petroleum consumption growth globally. Crude Oil import rose sharply to US\$ 101.4 billion in 2019-20 from US\$ 70.72 billion in 2016-17. India retained its spot as the third largest consumer of oil in the world in 2019 with consumption of 5.16 million barrels per day of oil in 2019 compared to 4.56 (MBPD) in 2016.
- ❖ As of October 01, 2020, India's oil refining capacity stood at 249.9 million metric tonnes (MMT), making it the second-largest refiner in Asia. Private companies own about 35.29% of the total refining capacity in FY20.

The statutory body, constituted on 8th March, 1984 under the National Oilseeds and Vegetable Oils Development Board Act, 1983 (No. 29 of 1983), for the Integrated Development of Oilseeds and Vegetable Oils Industry in the country. The Board is under the administrative control of Department of Agriculture and Cooperation of Ministry of Agriculture, Government of India. The Board has its headquarters at Gurgaon, Haryana.

The Solvent Extraction Association of India (SEA):

The Solvent Extractors' Association of India was formed in 1963 to help and foster the development and growth of Solvent Extraction Industry in India. At present the Association is having 875 members including about 350 working solvent extraction plants having combined oilcake/oilseed processing annual capacity of about 30 million tonnes.

The Association is an all-India body to solvent extractions industry and premier vegetable oil Association in the country having wide representative membership consisting of processors of Rice bran, Oilcakes, Minor Oilseeds and Soybean.

Oil Technologists Association of India (OTAI):

The Oil Technologists Association of India (OTAI), founded in 1943, is a Premier Association of Technologists, Scientists, Academicians, Researchers, Industrialists and Service providers working in the field of Oils, Oil Seeds, Fats, Oleo-chemicals, Surfactants and allied Products. The Association functions through its Five Zones, viz. Northern, Eastern, Western, Southern and Central with their Zonal Offices

at Delhi, Kolkata, Mumbai, Hyderabad and Kanpur respectively. OTAI has its Head Quarters also at Kanpur.

The Association is engaged in disseminating contemporary relevant information on scientific and technical developments by sharing through Workshops, Refresher courses, Popular lectures, National/International Seminars and conferences organized in turn by each zone.

1.3 COMPANY PROFILE

Kaleesuwari Refinery Private Limited is a Private incorporated on 28 March 1984. It is classified as Non-govt company and is registered at Registrar of Companies, Chennai. Its authorized share capital is Rs. 100,000,000 and its paid-up capital is Rs. 97,000,000. It is involved in Production, processing and preservation of oils and fats. Kaleesuwari Refinery Private Limited's Annual General Meeting (AGM) was last held on 29 September 2019 and as per records from Ministry of Corporate Affairs (MCA), its balance sheet was last filed on 31 march 2019. Directors of Kaleesuwari Refinery Private Limited are Kaleeswari, Karunaianandam, Ashok Kumar, Kalavathi, Munuswamy Arun and Guruswamy Munusamy.

Gold Winner is a sunflower oil brand produced by Kaleesuwari Refinery Pvt Ltd. The history of the company goes back to 1970s with a small grocery store started by G. Munusamy Nadar. He bought Kaleesuwari Refinery Private Limited near Chennai in 1993 and has markets in India, Singapore, Malaysia, Brunei, Kuwait, UAE, Australia, UK and Sri Lanka. The company also sells other products such as vanaspati, soyabean oil and groundnut oil CARDIALIFE. In 2005, it has received HACCP (Hazard Analysis Critical Control Points) certification which certifies that the oil does not have any physical, chemical or biological contamination and valid for 5 years. It was also awarded ISO 9001:2000 for its oil manufacturing plant at Vengaiwasal, near to Chennai by TUV Management Services, Germany.

In 2007, the company signed a memorandum of understanding with U.S Consultant Robert M. Pierce, Fats & Oils Refining Consultant. The consultant is expected to suggest ideas to improve the current product and produce new products.

Story of Kaleesuwari:

Since our inception in 1993, Kaleesuwari Refinery Private Limited has preserved in overwhelming millions of consumers through our undaunted mission of delivering Health and Happiness by creating, developing and marketing superior quality products.

In 1994, Kaleesuwari Refinery Private Limited redefined edible oil space with the launch of the flagship brand Gold Winner Refined Sunflower oil. Further-more expanding our horizons, we introduced a diversity of exceptional and affordable products across edible, personal and home care segments.

Headquartered out of Chennai (Tamil Nadu), Kaleesuwari Refinery Private Limited has four modernized manufacturing units in India equipped with cutting-edge technology and synchronized process from Desmet Ballestra, Belgium.

Catering to the vision of delivering Happiness and Health over the last two decades, we have set an International footprint by launching our products in Oman, Qatar, Kuwait, Dubai, Sri Lanka, Singapore Malaysia, Seychelles and USA. With consistency in Quality and Judicious expansion, the company group turnover stands at USD 525 million trading of which branded sales is over USD 357 million.

Values of Kaleesuwari:

Kaleesuwari, zealously believe in delivering Health and Happiness through our products and are driven by virtues such as effectiveness and responsiveness, customer centricity, value for money which is demonstrated through the following strategies:

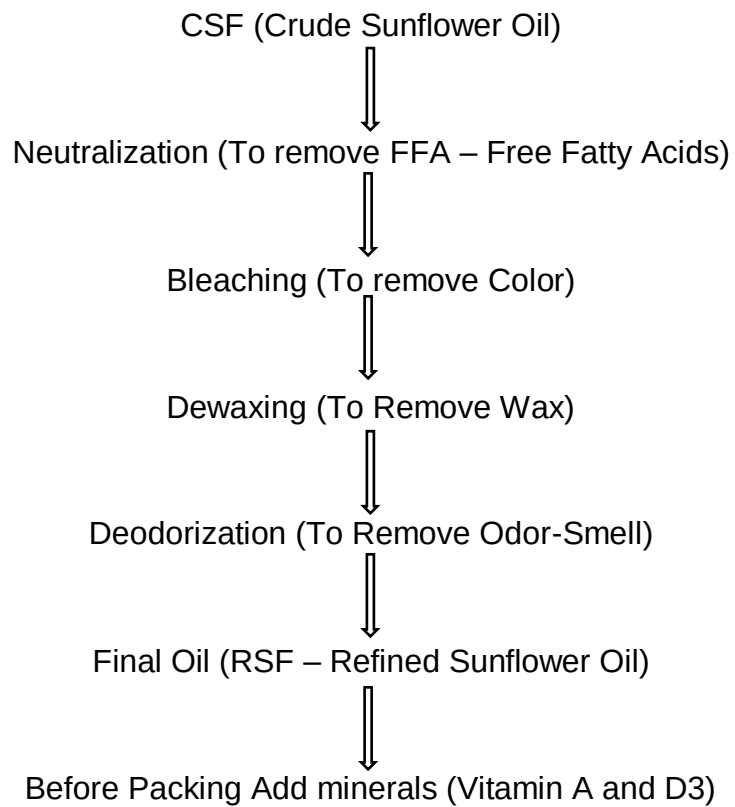
- Strengthening market position by increasing responsiveness to customer requirements.
- Providing cost-effective solutions through augmented productivity, resulting from innovation & economies of scale.
- Manufacturing capacity expansions which include internal expansion and increasing the number of manufacturing units.
- Committed to highlighting our presence with cutting-edge technology amalgamated with a variant in process adopted from Belgium dictates our competitive advantage to achieve our vision.

Certificates:

- ISO 9001:2008 & HACCP (Confirming IS 343: 2000 standards)
- ISO 22000:2005
- Halal (Certified as per Shariah (Islamic) board guidelines)
- US FDA Registration Chennai & Palani Factory (India)
- Kaleesuwari receives its ISO 2000:9001 certification for the maintenance of impeccable quality standards.
- Kaleesuwari receives the HACCP certificate on Hazard Analysis and Critical Control Practices.
- BRC certificate.
- Halal certificate – KRPL.

- Halal certificate New.
- ISO 9001 2015 Chennai Certificate.
- ISO 22000.2005 KRPL Chennai.
- Kosher Certificate – Renewal copy.
- KRPL HACCP certificate.

Production Process:



Products

1. EDIBLE PRODUCTS



Figure: 1.1

Gold winner Refined Sunflower Oil

- ✓ Launched in 1994 as a flagship brand to redefine edible oil space.
- ✓ India's first edible oil fortified with vitamin D3 and Vitamin A from a plant source.
- ✓ Vitamin D3 helps strengthen bones, increases immunity, improves heart health, regulates blood pressure and in the prevention of diabetes and Vitamin A helps in improving vision.
- ✓ Light and suitable for all kinds of cooking.
- ✓ Also contains PUFA (omega 6 fatty acids) and vitamin E.

Gold Winner Refined Groundnut oil



Figure: 1.2

- ✓ Launched in 2011, this edible oil is procured from the finest peanut seeds.
- ✓ The oil is processed using a sophisticated yet traditional method to ensure the richness of the groundnut is preserved
- ✓ Enhances the flavor while retaining the aroma and purity. Contains Vitamin E
- ✓ Boosts immune system, maintains cholesterol levels, reduces the risk of heart diseases has longer shelf life
- ✓ Suitable for deep frying due to its high smoking point

Gold Winner Vanaspati.



Figure: 1.3

- ✓ Launched in 2003.
- ✓ Made exclusively with vegetable oil and is a substitute for clarified Ghee or Butter.

- ✓ Processed with hydrogenation technique to produce a superior quality product.
- ✓ Comprises of Vitamin A and a Favorable ratio of Monounsaturated Fatty Acids (MUFA) and Polyunsaturated Fatty Acids (PUFA).
- ✓ Can be used for preparations that require prolonged deep frying.
- ✓ It is regarded as a high energy producing edible oil.

Fedora Olive Oil:



Figure: 1.4

Fedora is made from olives, specially sourced from the choicest farms of Spain with the best seeds and ideal climatic conditions, harvested and crushed with minimal exposure to sunlight, ensuring better retention of antioxidants and MUFA. Antioxidants and MUFA are generally known for better heart health and antiaging effect.

NON-EDIBLE PRODUCT:

Dheepam Lamp Oil:



Figure: 1.5

Dheepam lamp oil is a unique blend of five pure oil (Pancha Dheepam Ennai) and Sugandha Dravyas /Fragrances to enhance divine experience. Worshiping with dheepam can elevates mood and provide a feeling of serenity and peace that is associated with divine interventions. Dheepam brings together a unique combination of oils that are said to have been used since time immemorial with exclusive significance to light up life.

PERSONAL CARE PRODUCT



Figure: 1.6

EldiaPureCoconutOil100% pure coconut oil is not something that can be claimed by just any coconut oil. In fact, to claim it, every stage of the oil making process has to be pure in its ingredients and skill. Eldia pure coconut oil is result of handpicked and finest of copraates crushed in the most hygienic of environments and packed with utmost care. The unadulterated natural aroma of Eldia is a testimony to its quality. No wonder, Eldia pure coconut hair oil is widely used from Infants to elders and in cities to suburbs, not just for their hair, But also for dry skin, body massage, etc. Reach out to100% pure for your head to toe. Reach out for Eldia.

EXPORTS & INTERNATIONAL BUSINESS:

Since our inception in1993, millions of consumers have enjoyed Kaleesuwari Refinery Private Limited's superior quality products. Established with the mission of Delivering Health and Happiness, we have grown to be one among India's largest FMCG brands,with our presence across India. Our diverse range of household products is spread over edible, personal and home-care segments cater to the kitchens of the Indian masses. Our well-knit distribution network has also set footprints internationally in American, African, European, Middle Eastern and Asian markets.

With fair policies and guidelines safety measures, which comply with laws and regulations in each of the markets where they are sold. With certifications of the highest international standards like USFDA Registration, ISO 2000:9001 amongst others we set to deliver Health and Happiness to every home worldwide.

Overseas group office in Singapore.

Export markets covered are Oman, UAE, Sri Lanka, Singapore, Tanzania, Malaysia, Seychelles, Myanmar, Kuwait, USA and Qatar with plans for expansion into newer geographies.

Email: exports@kaleesuwari.com

METHODS OF PERFORMANCE APPRAISAL:

1. Traditional Method:

i. Ranking Method:

Ranking method is the oldest and simplest formal systematic method of performance appraisal, where each employee is compared with all others and placed in simple rank order. In this method the employee are ranked on the basis of merit from best to the poorest or from most to least.

ii. Paired Comparison Method:

In this method, each employee is compared with other employees on one-on-one basis and on the basis of one trait only like leadership, knowledge, efficiency etc., at a time. A scale is prepared for each trait and the employee is positioned on the scale in comparison with another employee. The total rating that he secures on the basis of each trait forms the final ranking.

iii. Grading System:

In this method, certain categories are established in advance and pre-defined. The categories may be outstanding, satisfactory and unsatisfactory. There may be more than three grades. Employee performance is compared with pre-defined grade definitions and allocated to the grade that best describes his or her performance.

iv. Graphic Rating Scale:

The graphic rating scale also known as linear rating scale is one of the most popular and simplest techniques for appraising performance. In this method, the printed appraisal form containing lists of traits such as quality of work and reliability, job related performance criteria such as dependability, initiative, output, attendance,

attitude etc., are used to appraise each employee. Each trait is represented by the scale usually a five-point scale that ranges from excellent to poor.

v. Check List:

Under this method, a checklist of statements of traits of employee in the form of Yes or No based question is prepared. The check-list is, then, presented to the evaluator. He put a tick mark or Yes if it is applicable to the individual employee and keeps it blank or No if not applicable. Each question carries a weightage in relationship to their importance. When the check-list is completed, it is sent to the HR department to prepare the final scores for all appraises based on all questions.

vi. Forced Distribution:

In this method employees are appraised on the basis of pre-determined distribution scale.

The scale introduced as follows:

Low – 10% of the employees

Low average – 20% of the employees

Average – 40% of the employees

High Average – 20% of the employees

High – 10% of the employees

In order to avoid the tendency amongst the rate to rate most of the employees at a higher end of the scale or at the lower end of the scale, this method was developed. Here evaluator is compelled to distribute the employees on all points on the scale. It is assumed that the performance is conformed to normal distribution.

vii. Critical Incident Methods:

In this method workers are appraised on the basis of their ability to perform their jobs in critical situation. Normal situation people's behaviour, work performances are almost alike but how an employee behaves and performs in adverse critical situation is the concern of this method of appraisal. In this method supervisor records the critical and noteworthy behaviour of employee in certain critical events or situations in which either he has performed exceptionally very well or failed to do or could have done better.

2. Modern Method:

i. Management by Objectives (MBO):

Management by Objectives (MBO) was propounded by Peter F. Drucker in 1954 in his book "The Practice of management". This is a process by which the

superior and subordinate managers of an organization jointly identify the common organizational goals, define each individual's major areas of responsibility in terms of results expected of him and use these measures as guides for operating the unit and assessing the contribution of each its members.

ii. Behaviorally Anchored Rating Scales (BARS):

“Behaviorally Anchored Rating Scales (BARS)” an objective evaluation technique was developed around 1960s. BARS are descriptions of various degrees of behavior with regard to a specific performance dimension and incorporate the benefits of narratives, critical incidents, and quantified ratings.

iii. Assessment Centre:

This method of performance appraisal was introduced in Germany in 1930s in the Germany to appraise the army officers. The concept traversed from the army to business arena during 1960s. In these method managers come together to participate in a well-designed simulated exercises at an assessment centre. They are assessed by senior managers supplemented by the psychologists and the HR specialists for 2-3 days.

iv. 360-Degree Feedback:

This method was first developed and formally used by General Electric Company of USA in 1992. This feedback-based method is generally used for ascertaining training and development requirements, rather than for pay increases. Under 360 – degree appraisal, performance information such as – employee's skills, abilities and behaviors, is collected from his/her supervisors, subordinates, peers and even customers and clients. In this method an employee is appraised by his supervisor, subordinates, peers, and customers with whom he interacts in the course of his job performance. All these appraisers provide information or feedback on an employee by completing survey questionnaires designed for this purpose.

1.5 NEED FOR THE STUDY

This study helps building progress towards organizational goals. It provides information about the performance ranks and helps the superior to have a proper understanding about their subordinates in an organization. To facilitate fair and equitable compensation based on performance.

1.6 OBJECTIVES OF THE STUDY:

Primary Objective:

To study the Effectiveness of performance appraisal with reference of Kaleesuwari Refinery Private limited.

Secondary Objectives:

1. To improve the performance appraisal on employees.
2. To analyse the changes in behavioural pattern due to appraisal.
3. To understand the new methods of future improvement in performance appraisal at Kaleesuwari Refinery private limited (KRPL).

1.7 SCOPE OF THE STUDY:

The study provide appraisal feedback to employees and thereby serve as vehicles for personal and career development and allow the management to take effective decision against drawbacks for the wellbeing of the employees development. This study also carries out the find the effectiveness of performance appraisal and development programme conducted at "KALEESUWARI REFINERY PRIVATE LIMITED".

1.8 LIMITATION OF THE STUDY

- ✓ This study is only limited to 120 in Kaleesuwari Refinery Pvt Ltd.
- ✓ Convincing the respondents to answer the questions was time consuming.
- ✓ There may be bias on the part of employees while answering to the questions.

CHAPTER 2

REVIEW OF LITERATURE

2.1 Introduction:

A review of Literature of this study is a critical and in-depth evaluation of previous research. Organization run and steered by people and their labours. It is through people that goals are set and objectives realized depend on the performance of the employees. The performance of an organization is thus dependent upon the sum total of the performance of its members. The success of an organization, depend on its ability to measure accurately the performance of its members and use it objectively to optimize them as a vital resource and strength.

The performance of an employee is his resultant behaviour on the task, which can be observed & evaluated. It refers to the contribution made by an individual in the accomplishment of organization objectives. Performance can be measured by some combination of quantity, quality, time, and cost. Performance appraisal refers to all those procedures that are used to evaluate the personality, the performance, and the potential of its group members. Evaluation is different than judgement – the former being.

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

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

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

Mallard. K, (1997) The evaluation of faculty performance is one of the most frustrating and mismanaged tasks of college and university administrators.

Communicating strengths and areas of improvement to highly educated, critically thinking professionals can be both challenging and intimidating. When performance is good, when superior and subordinates have an open relationship, when promotions or salary increases are abundant, when there is plenty of time for preparation and discussion--evaluations run smoothly. However, these conditions are rarely met in higher education, and the performance appraisal often becomes a stressful and negative interview.

Wiese.D, Buckley. R, (1998). The performance appraisal process has been the focus of much researcher and practitioner attention. In spite of this attention, methods used in performance appraisal are generally ineffective in increasing the quality of performance appraisal processes. Thus, while performance appraisal processes have evolved, progress has been less forthcoming. There are many areas related to the performance appraisal process which are ripe for development and research creativity.

Cole. DJ (2000) says this type of appraisal involves assessment of an employee's performance in some systematic and planned way. It serves to determine how well an employee is working and decides on ways to improve performance. It therefore calls for an intermediate feedback in order to be effective.

Rees. D, Potter .C (2003), define 360-degree appraisal as a process that involves the key people in a person's network of working relationships making assessments of a person's performance. The subordinate being appraised is then given structured feedback; this may involve feedback from subordinates and any key outside parties, if it is practicable.

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

Fletcher. C (2004) believes that the general aims of Performance Appraisal also include Motivating staff, Succession planning and identifying potential, promoting manager-subordinate dialogue and formal assessment of unsatisfactory performance. However, Khan (2007) states that the fundamental objective of performance appraisal is to facilitate management in carrying out administrative decisions relating to promotions, firings, layoffs and pay increases.

Hartog. D (2004), Performance management deals with the challenge organisations face in defining, measuring, and stimulating employee performance with the ultimate goal of improving organisational performance. Thus, performance management involves multiple levels of analysis and is clearly linked to the topics studied in strategic human resource management (HRM) as well as performance appraisal.

Armstrong. M. and Baron. A. (2005), define performance management as ‘a process which contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance. As such, it establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved.

Armstrong. M (2006) defined Performance Appraisal as the formal assessment and rating of individuals by their managers at, usually, an annual review meeting. While the Chartered Institute of Professional Development (CIPD) have a more comprehensive and in-depth definition which argues that

‘Performance Appraisal is an opportunity for individual employees and those concerned with their performance, typically line managers, to engage in a dialogue about their performance and development, as well as the support required from the manager’ (CIPD, 2013).

De Cenzo and David. A (2007) feel that appraisers should only rate in those areas in where they have substantial job knowledge. They should be as close as possible to the organisational level of the employee being evaluated. If the appraiser is not in position where they can observe the persons work behaviour then there is a greater chance of inaccuracies.

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

Adeyemi. T, (2011), Teachers’ job performance was found to be better in schools having principals using autocratic leadership style than in schools having principals using democratic or laissez-faire leadership styles. It was recommended

that school principals should imbibe a mixture of autocratic and democratic styles of leadership in their school administration in order to enhance better job performance among teachers. The use of the laissez-faire leadership style should be discouraged among school principals, as it could not bring a better job performance among teachers.

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

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

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

Tuytens. M, Devos. G (2012). Performance appraisal is used internationally to improve employee performance, also in the educational field. However, doubts exist about the effectiveness of performance appraisal. This study aims to contribute by expanding the knowledge about important context variables of performance appraisal in secondary education. In particular, the study aims to examine the role of both characteristics of the teacher performance appraisal system and the school leader for procedural justice and perceived feedback utility by teachers.

Imran. M, (2014), Performance Appraisal system has a clear sense of path, honest and meaningful feedback. There should be instant and honest strengthening and give a chance to employees to contribute in set the goals and standards for performance management. The purpose of appraisal system to allow for nonstop communication between management and teachers about job performance and as well as increased the organizational performance.

Nadeem. M et.al,(2014), Performance refers to the well-organized planning, achievement and accomplishment of the given task. It not only focuses on the achievement of goals but also the ways how the goals are achieved. Performance shows both behavior and achievement. It depends on variety of questions and multidimensional ideas. In school organization, performance is not only about efficiency but also about behaviors and acts to achieve the goals.

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

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

- Descriptive research design: In a descriptive design, a researcher is solely interested in describing the situation or case under their research study.
- Experimental research design: Experimental research design establishes a relationship between the cause and effect of a situation. It is a causal design where one observes the impact caused by the independent variable on the dependent variable.
- Correlational research design: Correlational design is a non-experimental research design technique that helps researchers establish a relationship between two closely connected variables.

3.2 Sample Size:

Sample Size of the Study is **125**.

3.3 Data collection:

1. Primary Data.

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

2. Secondary Data.

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

- ✓ Magazine.
- ✓ Book.
- ✓ Journals.
- ✓ Record Maintained by HR Department.

3. Statistical tools to be Used:

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

3.4 ANALYTICAL TOOLS TO BE USED:

3.4.1 *Percentage Analysis:*

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

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

3.4.2 *WEIGHTED AVERAGE METHOD:*

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

The formula for weighted average calculation is:

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

The weights W_i Represent the weights assigned to the opinion of investors (in this study from 1 to 5)

' X_i ' represents the frequency of the rating of the particular variable.

' n ' represents the number of ratings 5 in the case of the present study.

3.4.3 MEAN AND STANDARD DEVIATION:

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

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

Where X =sample mean

$\sum X$ = Summation of all the opinion scores of respondents.

n = no. of respondents.

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

$$\sigma = \sqrt{1/N \sum_{i=1}^N (x_i - \mu)^2}$$

3.4.4 One - WAY ANOVA:

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

3.4.5 CHI SQUARE:

A **chi-squared test** is basically a data analysis on the basis of observations of a random set of variables. Usually, it's a comparison of two statistical data sets. This test was introduced by **Karl Pearson** in 1900 so it was mentioned as **Pearson's chi-squared test**.

The chi-square test is used to estimate how likely the observations that are made would be, by considering the assumption of the as true.

A hypothesis is a consideration, that a given condition or statement might be true, which we can test afterwards. Chi-squared tests are usually created from a sum of squared falsities or errors else via the sample variance.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 Percentage Analysis:

1. Gender of respondents

Table: 4.1

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

Source: Primary data

INTERPRETATION:

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

Chart showing Gender of Respondents

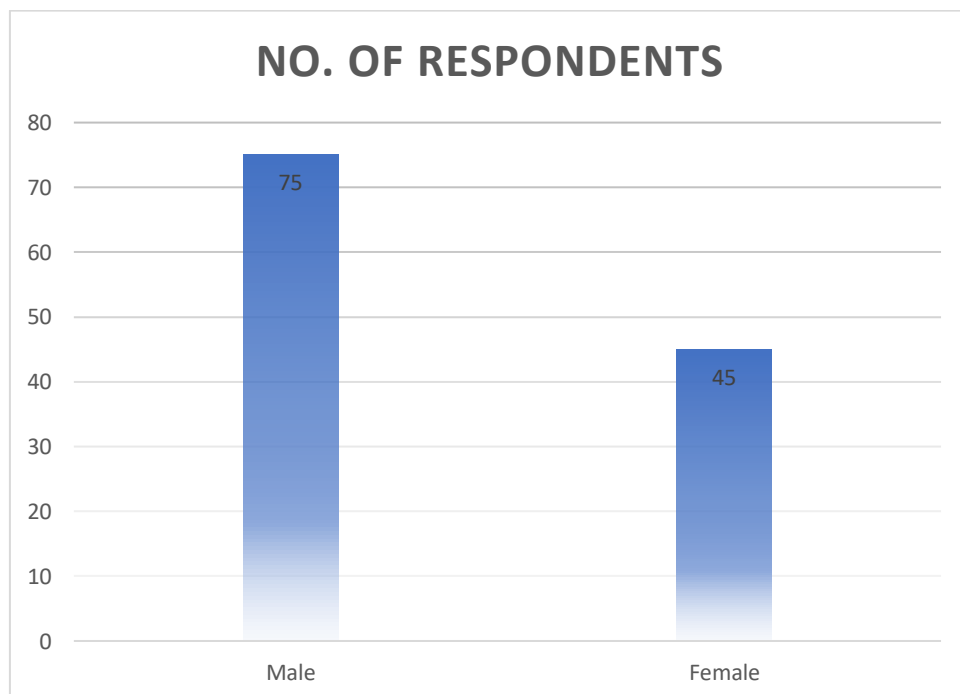


CHART: 4.1.1

2.Age of Respondents

TABLE: 4.2

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

Source: Primary data

INTERPRETATION:

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

Chart showing Age of Respondents

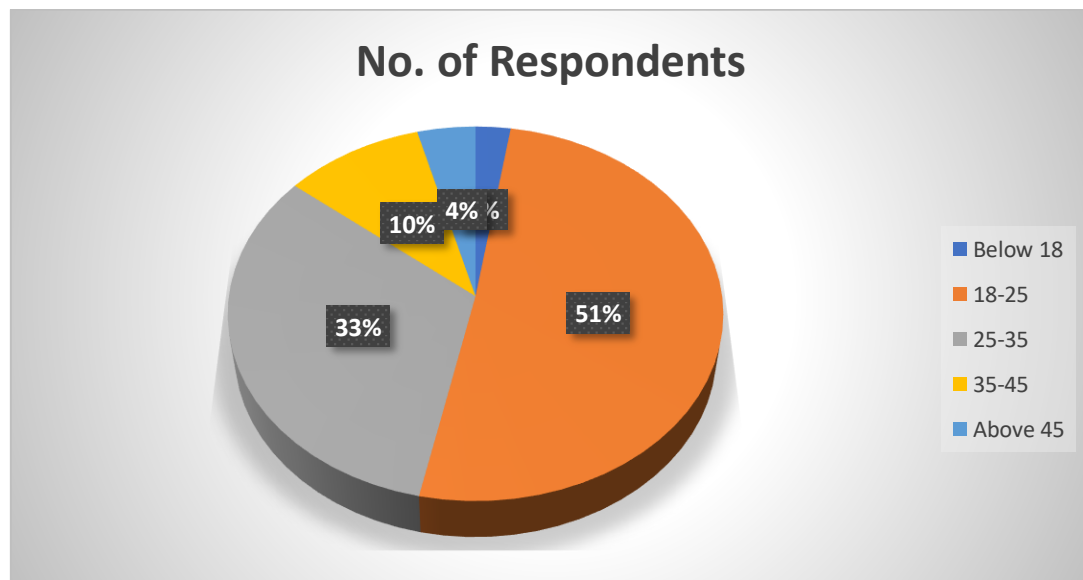


CHART: 4.1.2

3.Area of Respondents

TABLE: 4.3

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

Source: Primary data

INTERPRETATION:

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

Chart showing Area of Respondents

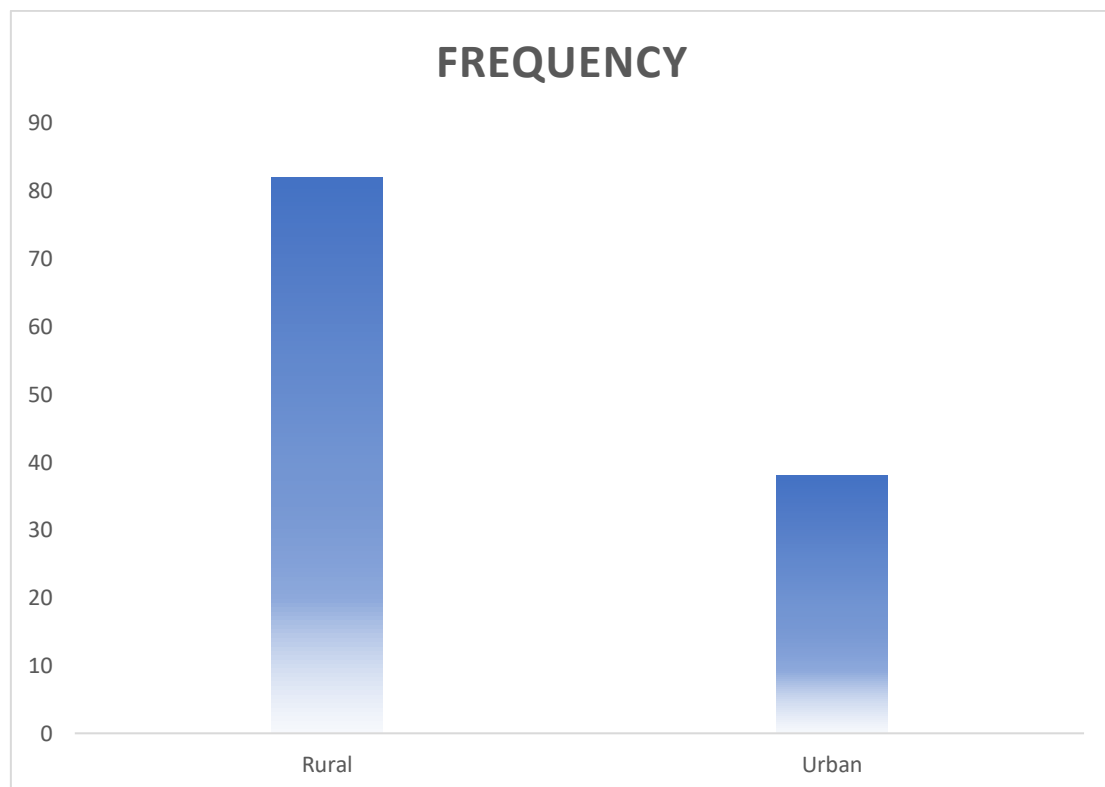


CHART: 4.1.3

4.Family Structure Status

TABLE: 4.4

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

Source: Primary data

INTERPRETATION:

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

Chart showing Family Structure Status of Respondents.

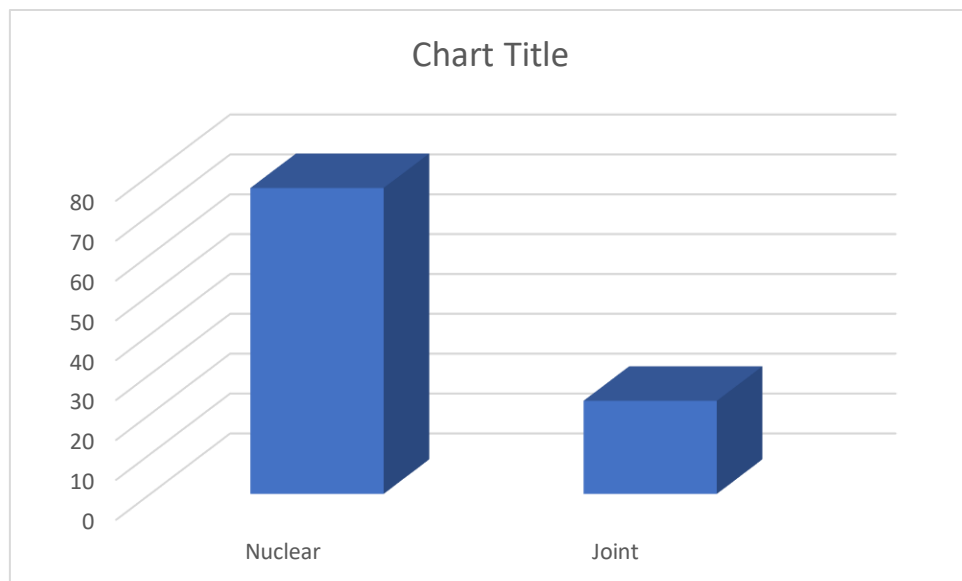


CHART: 4.1.4

5.Marital Status

TABLE: 4.5

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

Source: Primary data

INTERPRETATION:

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

Chart showing Marital Status of Respondents.

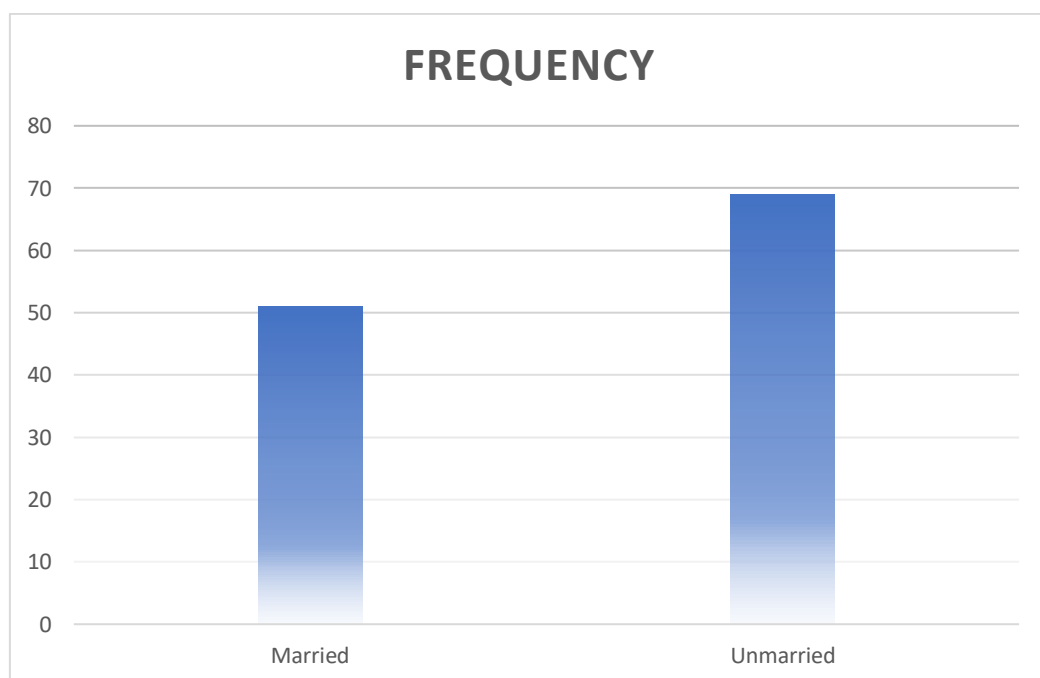


CHART: 4.1.5

6.Department

TABLE: 4.6

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

Source: Primary data

INTERPRETATION:

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

Chart showing Department of Respondents

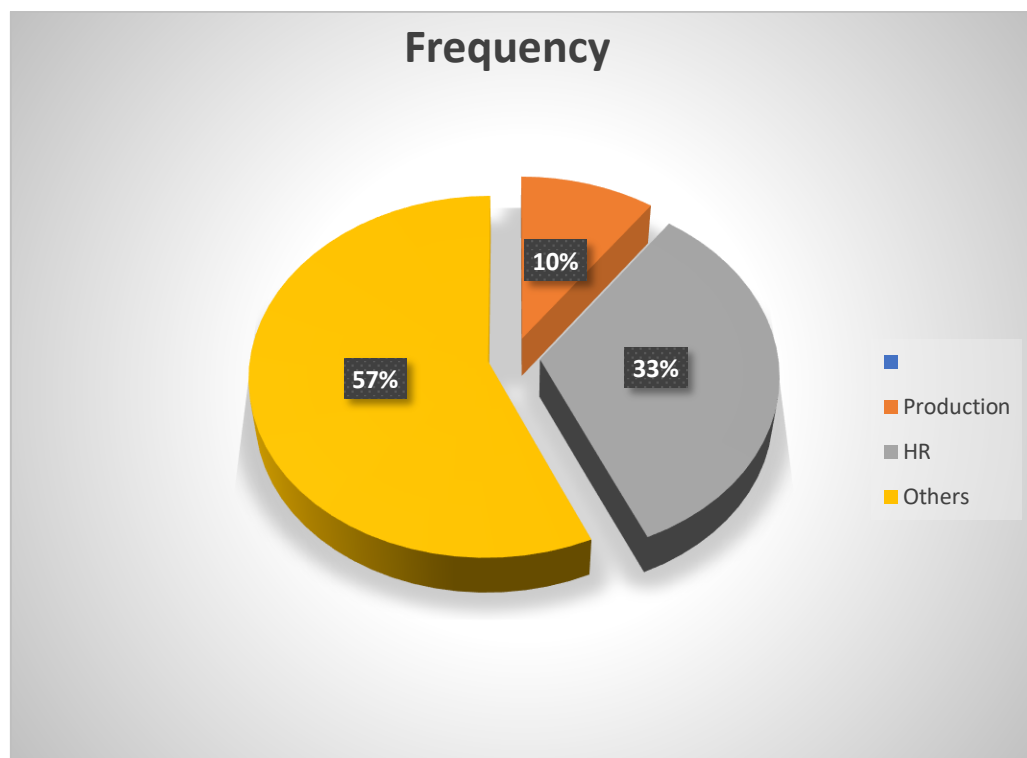


CHART: 4.1.6

7.Education

TABLE: 4.7

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

Source: Primary data

INTERPRETATION:

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

Chart showing Education of Respondents.

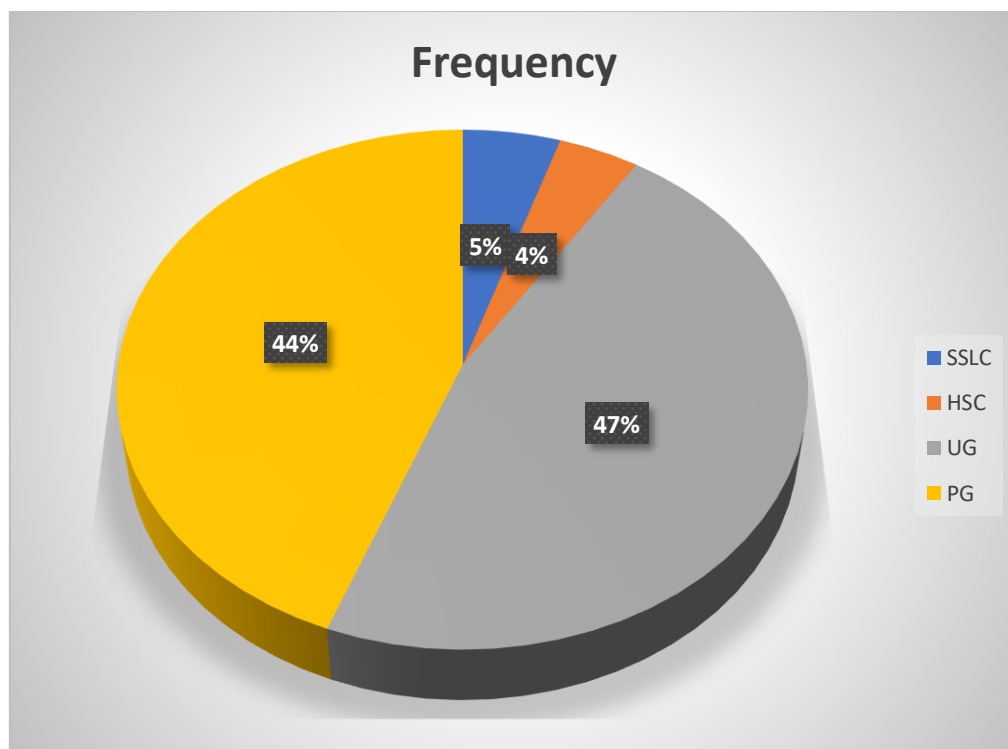


CHART: 4.1.7

8.Income

TABLE: 4.8

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

Source: Primary data

INTERPRETATION:

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

Chart showing Income of Respondents.

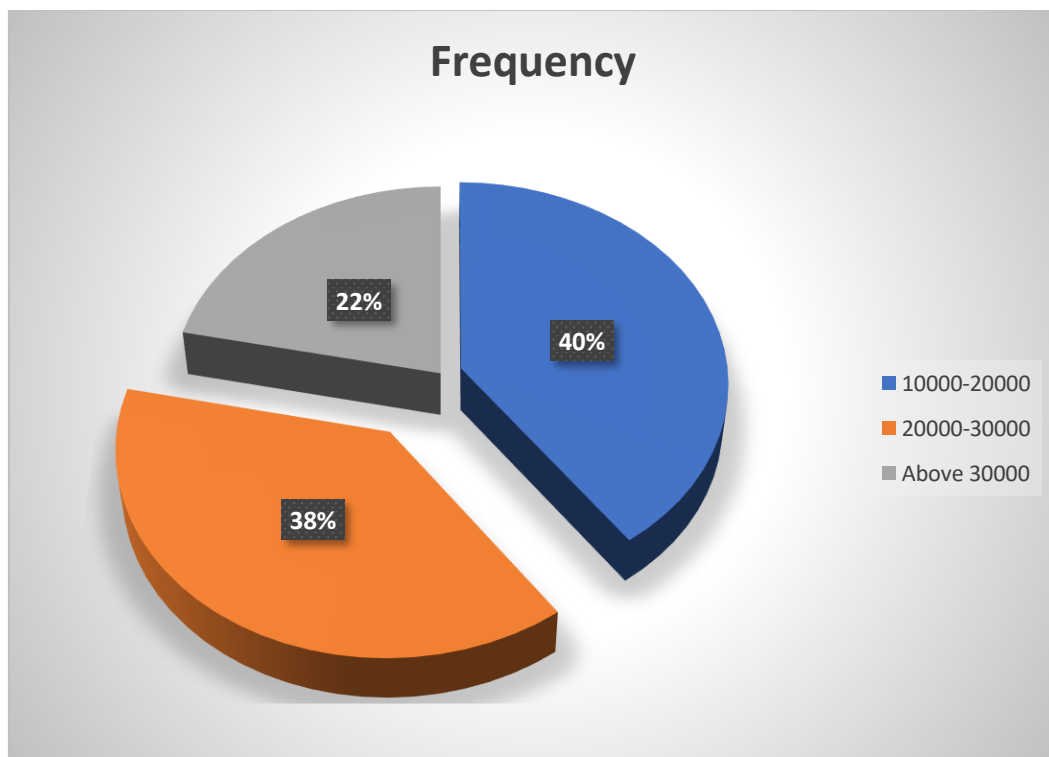


CHART: 4.1.8

9.Appraised within organization.

TABLE: 4.9

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

Source: Primary data

INTERPRETATION:

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

Chart showing Appraising with organization of Respondents.

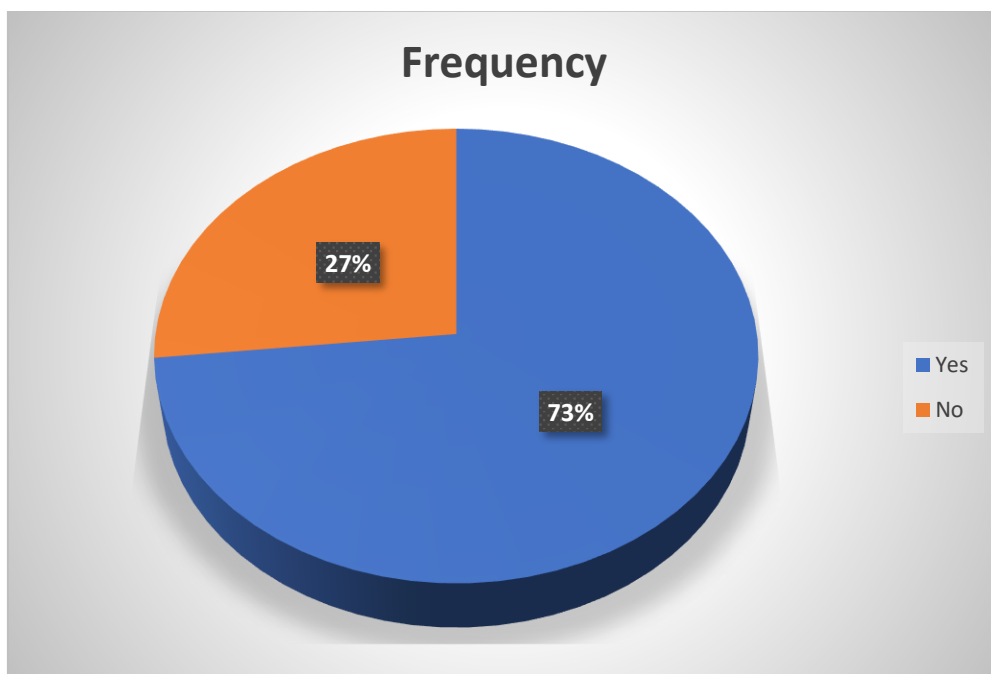


CHART: 4.1.9

10. Performance is appraised.

TABLE: 4.10

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

Source: Primary data

INTERPRETATION:

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

Chart showing of the Performance is appraised in Respondents

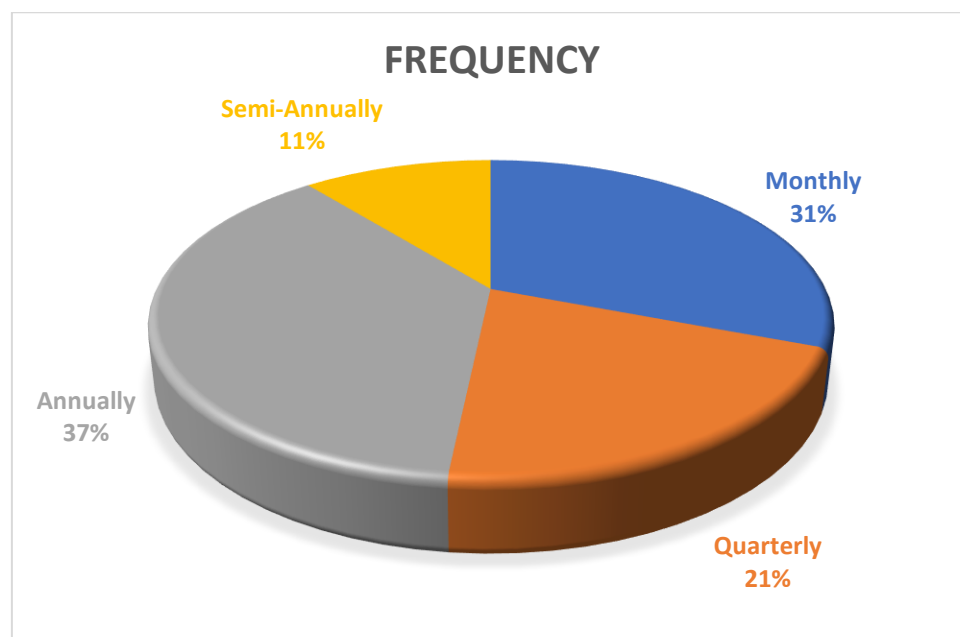


CHART: 4.1.10

11.Appraising your performance

TABLE: 4.11

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

Source: Primary data

INTERPRETATION:

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

Chart showing of the Appraising your performance of Respondents.

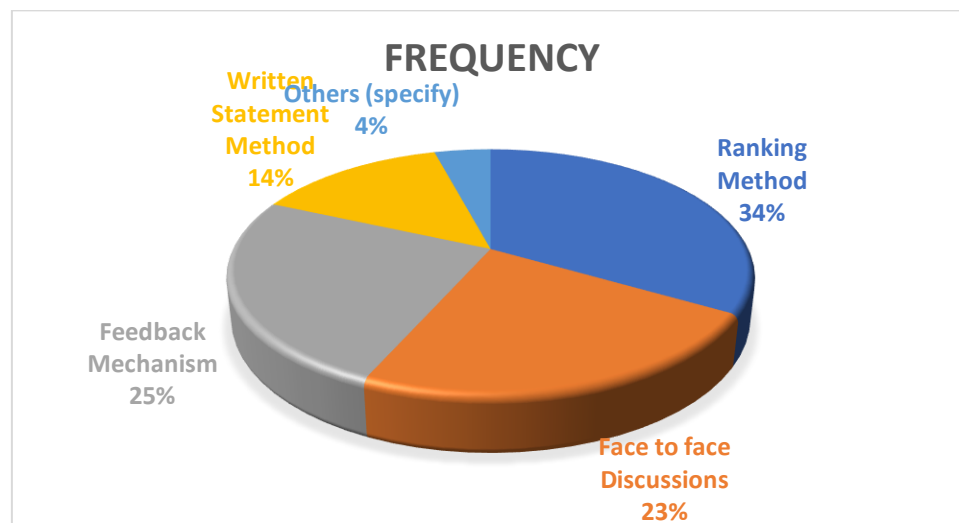


CHART: 4.1.11

12.Punctual to your work.

TABLE: 4.12

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

Source: Primary data

INTERPRETATION:

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

Chart showing that Punctual to your work of Respondents.

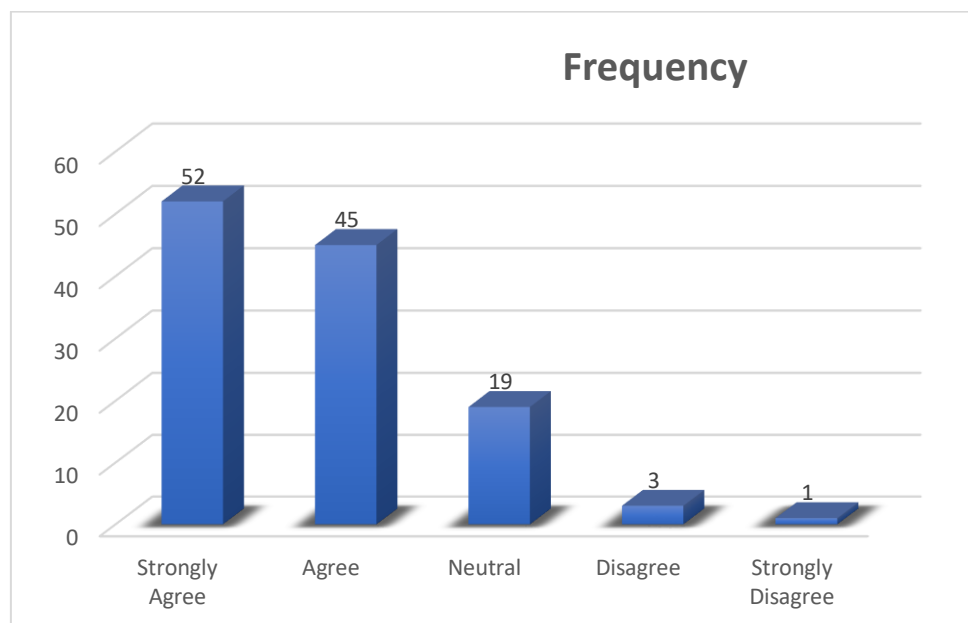


CHART: 4.1.12

13. Performance appraisal match the attendance record.

TABLE: 4.13

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

Source: Primary data

INTERPRETATION:

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

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

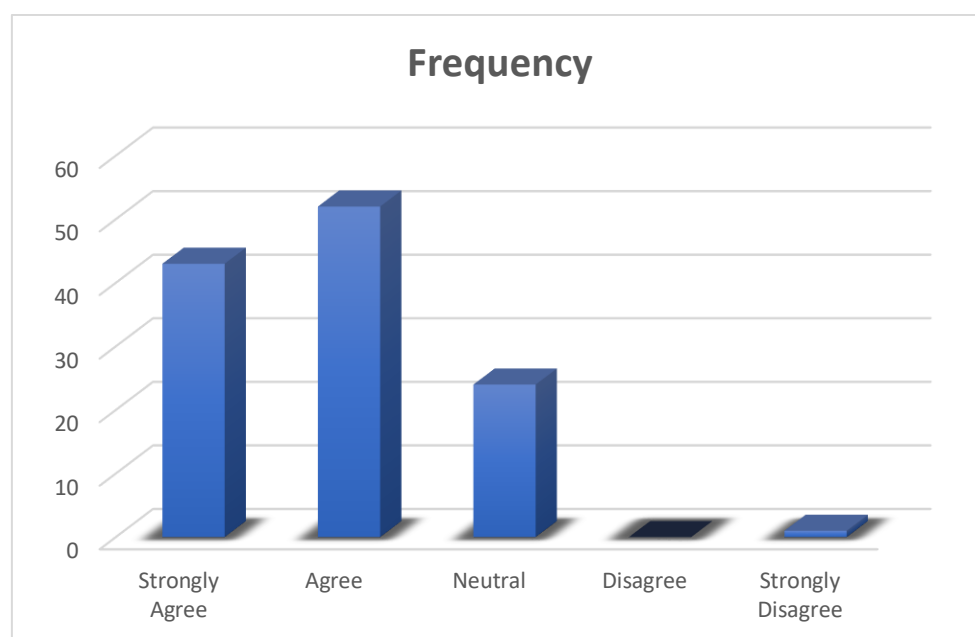


CHART: 4.1.13

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

TABLE: 4.14

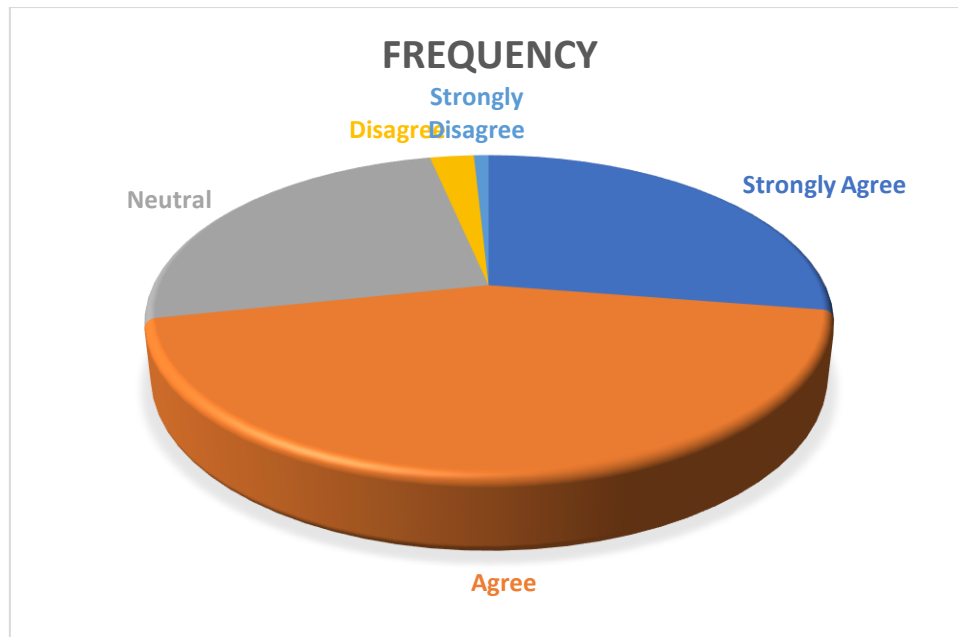
S. NO	Honesty Level	Frequency	Percentage of Respondents
1	Strongly Agree	33	27.5
2	Agree	53	44.2
3	Neutral	30	25
4	Disagree	3	2.5
5	Strongly Disagree	1	0.8
	Total	120	100

Source: Primary data

INTERPRETATION:

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

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



15.Strength and weakness of the employee.

TABLE: 4.15

S .NO	Strength and weakness	Frequency	Percentage of Respondents
1	Strongly Agree	30	25
2	Agree	52	43.3
3	Neutral	37	25.8
4	Disagree	6	8.5
5	Strongly Disagree	1	0.8
	Total	120	100

Source: Primary data

INTERPRETATION:

It is observed that the respondents of the strength and weakness is 25%, 43.3%, 25.8%, 8.5% and 0.8% of this Respondents.

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

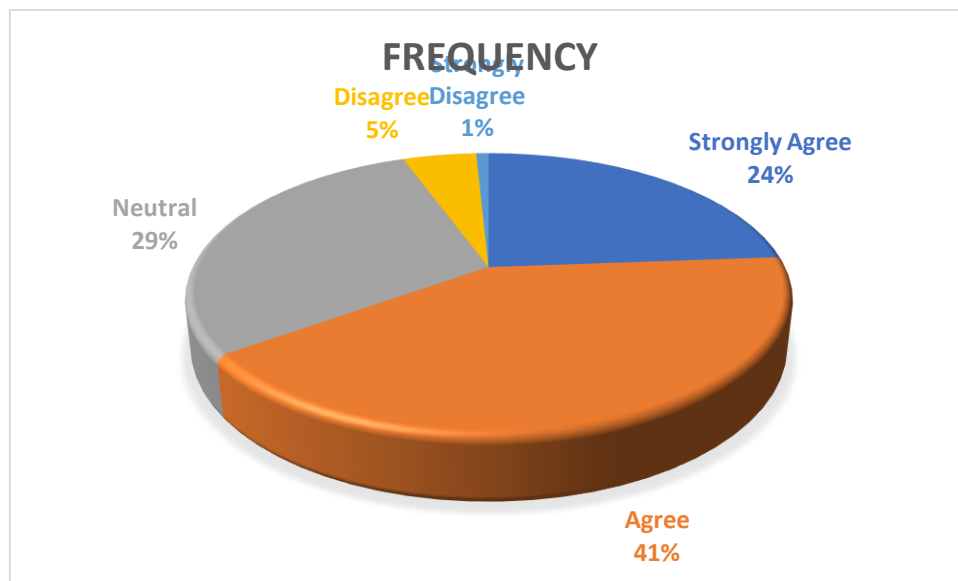


CHART: 4.1.15

16.Understanding your performance appraisal method.

TABLE: 4.16

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

Source: Primary data

INTERPRETATION:

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

Chart showing that Understanding your performance appraisal method of Respondents.

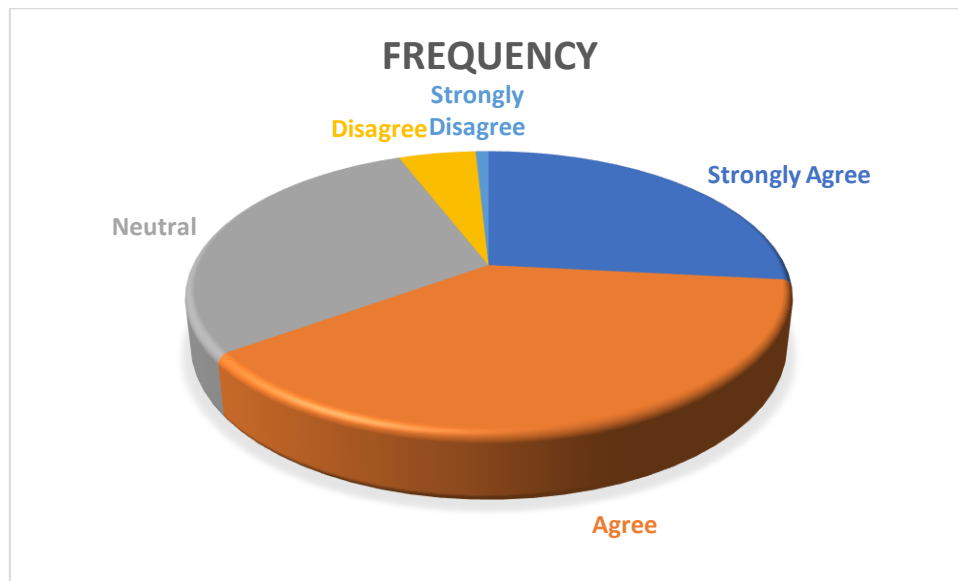


CHART: 4.1.16

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

TABLE: 4.17

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

Source: Primary data

INTERPRETATION:

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

Chart showing that Punctual to your work of Respondents

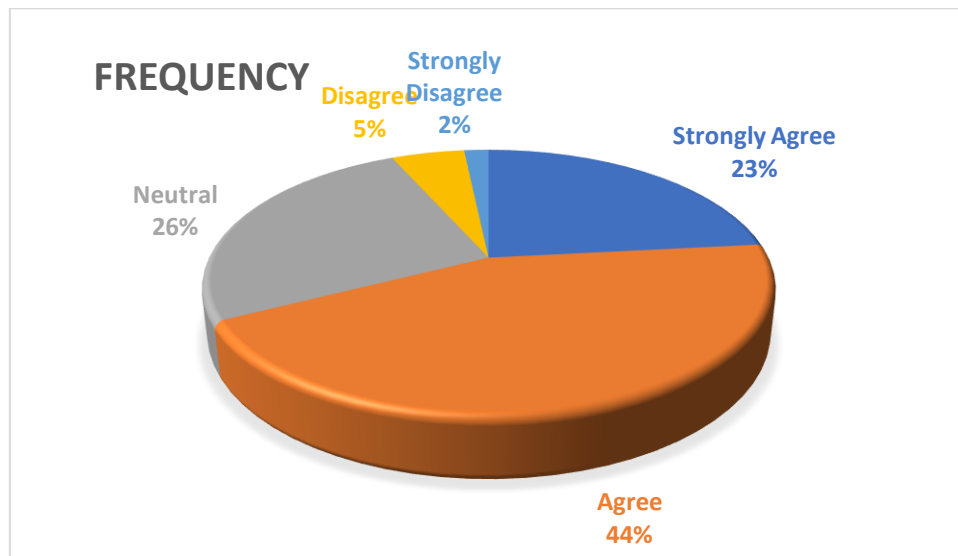


CHART: 4.1.17

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

TABLE: 4.18

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

Source: Primary data

INTERPRETATION:

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

Chart showing that Colleagues support for increasing of Respondents

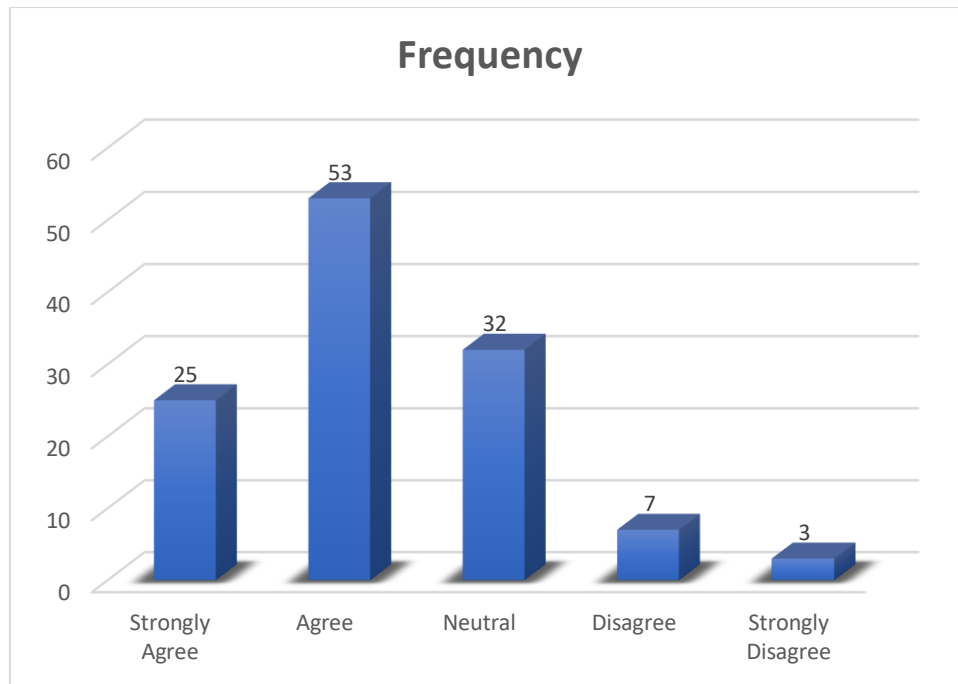


CHART: 4.1.18

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

TABLE: 4.19

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

Source: Primary data

INTERPRETATION:

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

Chart showing that Supervisor motivates or appreciates of Respondents.

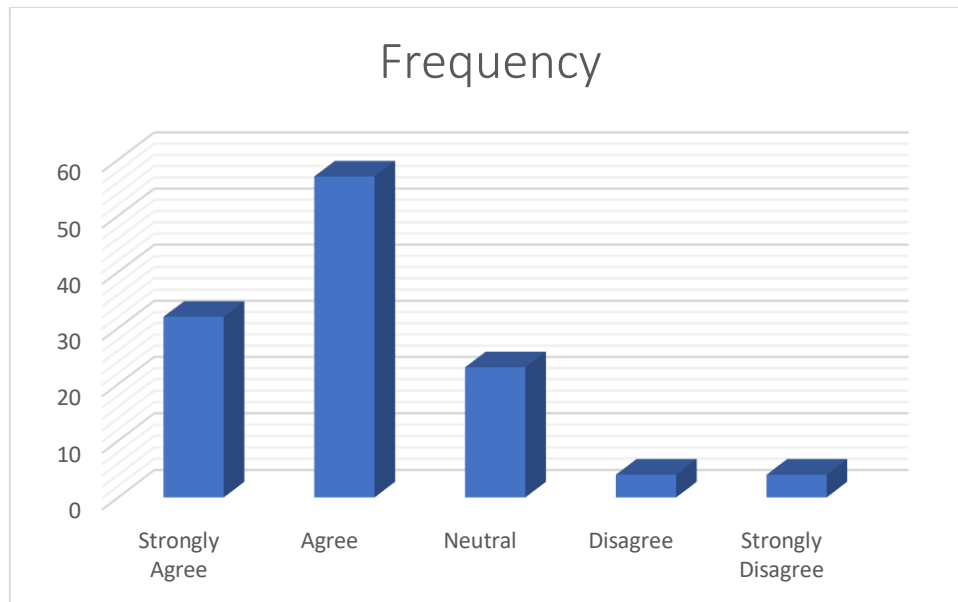


CHART: 4.1.19

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

TABLE: 4.20

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

Source: Primary data

INTERPRETATION:

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

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

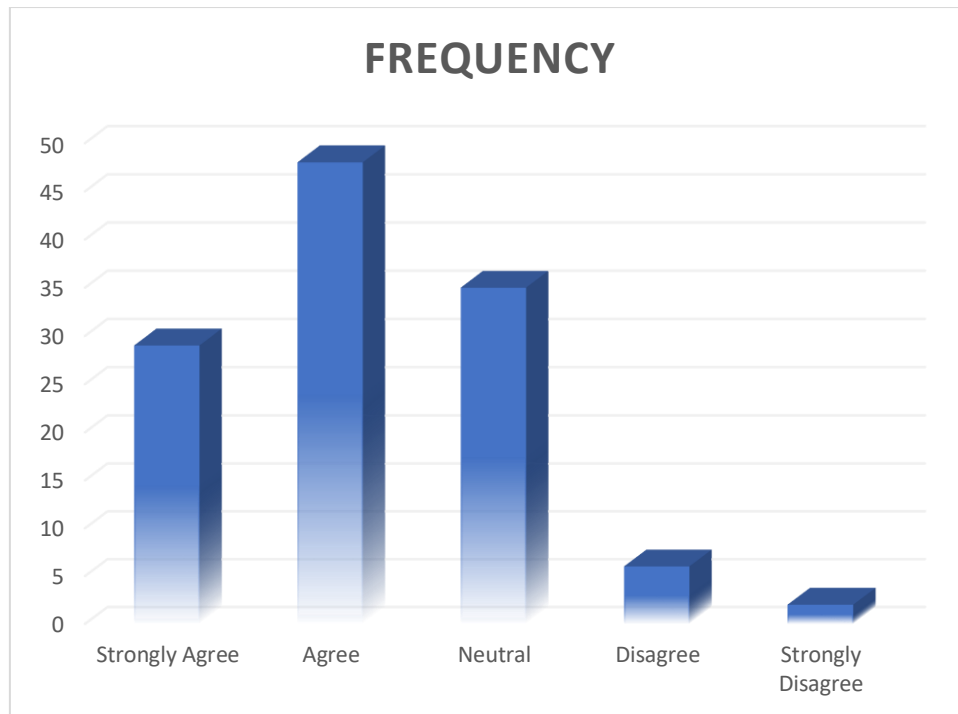


CHART: 4.1.20

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

TABLE: 4.21

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

Source: Primary data

INTERPRETATION:

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

Chart showing that effective for individual and organizations development.

of Respondents

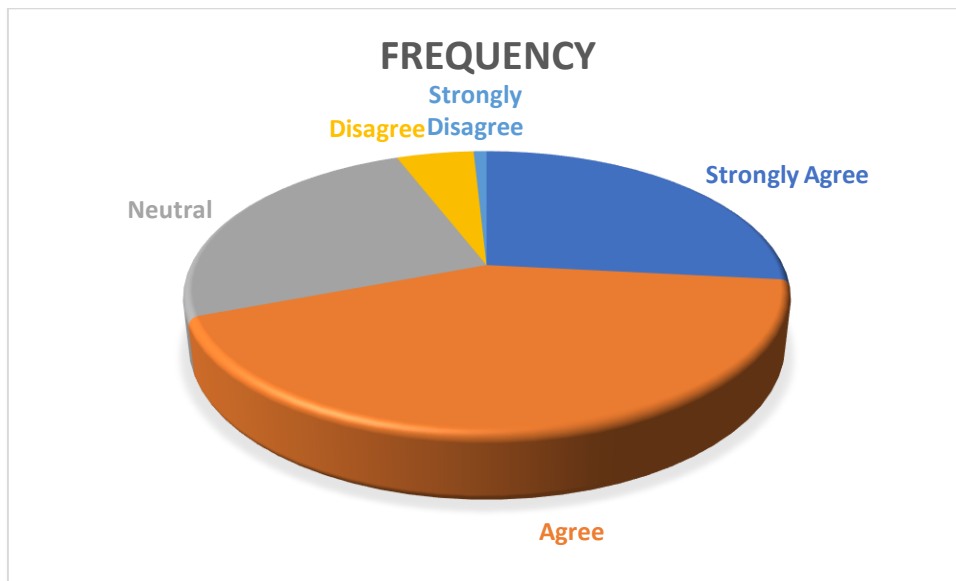


CHART: 4.1.21

22.Promotions are purely based on performance appraisal.

TABLE: 4.22

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

Source: Primary data

INTERPRETATION:

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

Chart showing that Promotions are purely of Respondents

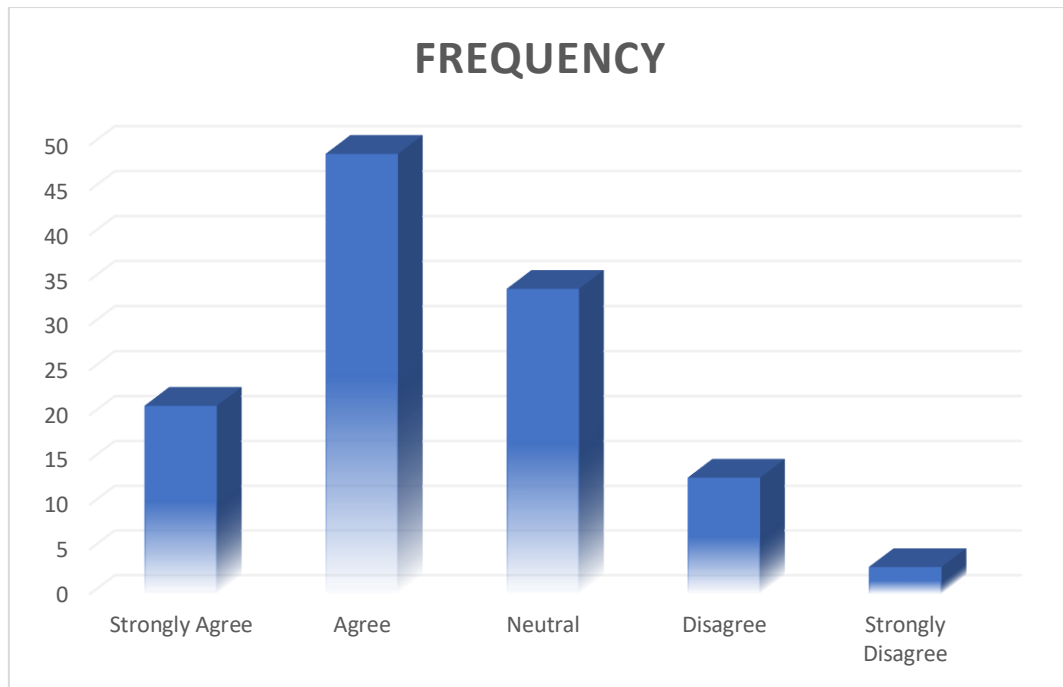


CHART: 4.1.22

23.Transfer and dismissal are based on performance appraisal.

TABLE: 4.23

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

Source: Primary data

INTERPRETATION:

It is observed from the of 16.7%, 42.5%, 30.8%, 7.5% and 2.5% of the respondents for the Transfer and dismissal.

Chart showing that Transfer and dismissal of Respondents.

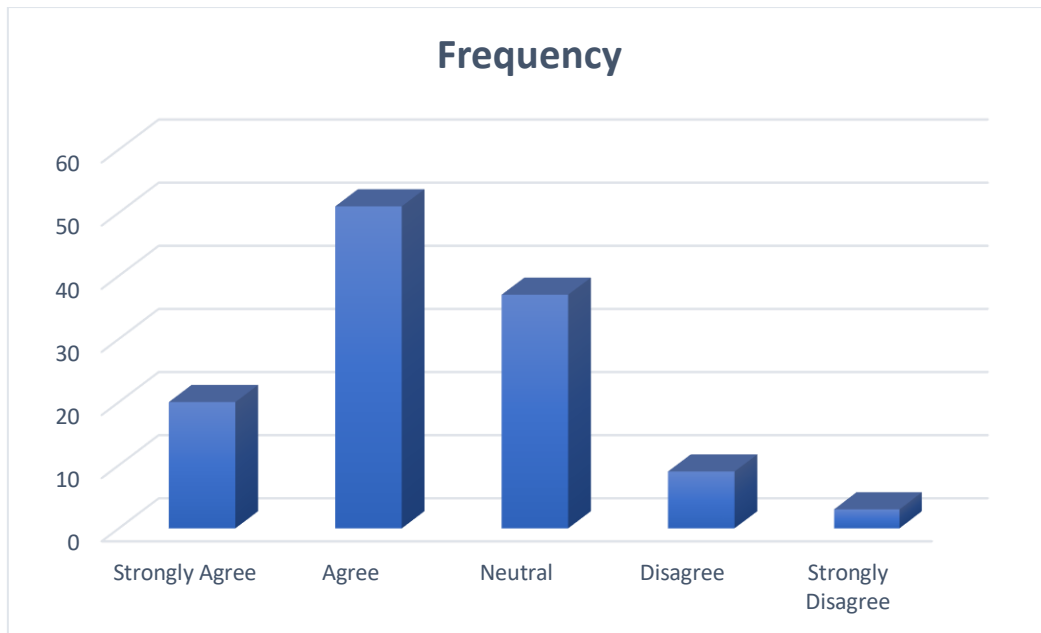


CHART: 4.1.23

4.2 MEAN AND STANDARD DEVIATION:

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

INFERENCES:

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

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

4.3 ONE-WAY ANOVA:

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

Age group			
Variables	Observed N	Expected N	Residual
18-25	61	24.0	37.0
35-45	40	24.0	16.0
25-35	11	24.0	-13.0
Above 45	5	24.0	-19.0
Below 18	3	24.0	-21.0
Total	120		

4.5 CHI SQUARE TEST:

Income level			
Variable	Observed N	Expected N	Residual
10000-20000	48	40.0	8.0
20000-30000	46	40.0	6.0
Above 30000	26	40.0	-14.0
Total	120		

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

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

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

CHAPTER 5

FINDINGS AND SUGGESTIONS

5.1 Findings:

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

- ☐ Gender of the respondents is observed that 62.5% of respondents are male and 37.5% of respondents are female.
- ☐ Age of respondents is observed that 2.5%, 50.83%, 32.5%, 10% and 4.16% of Below 18 to Above 30.
- ☐ Area of respondents is observed that 68.3% of respondents are Rural and 31.7% of respondents are Urban.
- ☐ Family structure status is observed that 76.7%of respondents are Nuclear and 23.3% of respondents are Joint.
- ☐ Marital status is observed that 42.5% of respondents are Married and 57.5% of respondents are Unmarried.

- ❑ It is observed that 10% of respondents are Production, 33.3% of HR and 56.7% are Others for the Respondents.
- ❑ It is observed that 5%, 4.2%, 46.7% and 44.2%, of respondents for the Education.
- ❑ It is observed that 40% of respondents are 10000-20000, 38.3% of respondents are 20000-30000 and 21.7% of are Above 30000 of the Respondents.
- ❑ It is observed that of respondents are 73.3% and 26.7% of the Appraised for the Organization.
- ❑ It is observed that the 30.8%, 20.8%, 37.5% and 10.8% for the respondents for the Performance is Appraised.
- ❑ It is observed that 33.3%, 23.3%, 25%, 14.2% and 4.2% for the respondents for the Appraising the performance in different methods.
- ❑ It is observed that 43.3%, 37.5%, 15.8%, 2.5% and 0.8% of the respondents for the Punctual to your Work for the Opinion.
- ❑ It is Observed that the 35.8%, 43.3%, 20%, and 0.8% for the respondents for the appraisal that match the attendance record.
- ❑ It is Observed that 27.5%, 44.2%, 25%, 2.5% and 0.8% for the respondents in Appraisal frank in discussion for Employee and Employer.
- ❑ It is observed that the respondents of the strength and weakness is 25%, 43.3%, 2.58%, 8.5% and 0.8% of this Respondents.
- ❑ It is observed that the respondents as 26.7%, 38.3%, 29.2%, 5% and 0.8% of the respondents for Understanding the performance appraisal.
- ❑ It is observed that the form of 23.3%, 44.2%, 25.8%, 5% and 1.7% of the respondents of the grievance of the employees.
- ❑ It is observed that the form of 20.8%, 44.2%, 26.7%, 5.8% and 2.5% of the performance of appraisal related to the work.
- ❑ It is observed that the form of 26.7%, 47.5%, 19.2%, 3.3% and 3.3% of the respondents of the Supervisor motivates and appreciates the employee of their activity.
- ❑ It is observed that the of 24.2%, 40%, 29.2%, 5% and 1.7% for the increment of the salary after Performance Appraisal.
- ❑ It is observed that the opinion 26.7%, 42.5%, 25%, 5% and 0.8% of the respondents of the training program is effective one.

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

5.2 SUGGESTIONS

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

5.3 CONCLUSION

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

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

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WEBSITE:

1. www.kaleesuwari.com
2. www.managementstudy.com

APPENDIX (QUESTIONNAIRE)

1. Name: _____
2. Gender: Male ☐ Female ☐
3. Age: Below 18 ☐ 18-25 ☐ 25-35 ☐
35-45 ☐ 45-65 ☐ Above 65 ☐
4. Area of Residence: Rural ☐ Urban ☐ Semi-Urban ☐
5. Family Structure: Nuclear ☐ Joint ☐
6. Marital Status: Married ☐ Unmarried ☐
7. Department: Production ☐ HR ☐ Others ☐
8. Education: SSLC ☐ HSC ☐ UG ☐ PG ☐
9. Income: Below 10000 ☐ 10000-20000 ☐ 20000-30000 ☐ Above 30000 ☐

Regarding Performance Appraisal

10. Have you ever been appraised within organization?
 - a) Yes
 - b) No

11. How frequently your performance is appraised?

- a) Monthly
- b) Quarterly
- c) Annually
- d) Semi-Annually

12. Which of the methods is used for appraising your performance?

- a) Ranking method
- b) Face to face discussions
- c) Feedback mechanism
- d) Written statement method
- e) Others (specify)

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

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

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

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