

A STUDY ON THE EFFECTIVENESS OF EXISTING PERFORMANCE APPRAISAL SYSTEM IN IT INDUSTRY

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

**GODLIN PRINCY D
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SCHOOL OF BUSINESS ADMINISTRATION

SATHYABAMA

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

**Accredited with Grade "A" by NAAC | 12B 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 Project Report is the bonafide work of GODLIN PRINCY D (39410058) who have done the Project work entitled "**A STUDY ON THE EFFECTIVENESS OF EXISTING PERFORMANCE APPRAISAL SYSTEM IN IT INDUSTRY**" under my supervision from December 2020 to February 2021.

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DECLARATION

I **GODLIN PRINCY D 39410058** hereby declare that the Project Report entitled “**A Study on The Effectiveness Of Existing Performance Appraisal System In IT Industry**” done by me under the guidance of Mr. M. JOHN PAUL MBA.,MHRM., M.Phil., (Ph. D), Assistant Professor, School of Business Administration is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

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ABSTRACT

This study aims to examine the effectiveness of performance appraisal system. 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, behavior and time. It is conducted by self, peers, superior and subordinates. A performance appraisal is a part of measuring, comparing, finding, guiding, correcting and managing career development of the employees. It is about improving performance and ultimate effectiveness. Performance appraisal is a systematic means of ensuring that superiors and their staff meet regularly to discuss past and present performance issues and to agree what future is appropriate on both sides. Employees should be appraised by their immediate Superiors on one-to-one basis. The staff is being appraised when they are encouraged to look ahead to improve effectiveness, utilize strengths, redress weakness and examine how potentials and aspirations should match up. It is the process of gathering, recording information about the relative employees to the organization. Performance appraisal is the study of present achievements and failures, strengths and weakness and suitability for incentives, rewards and recognition, increased promotion or further training. The study is to identify the factors that influence to provide the maximum performance towards organizational development, the awareness level of performance appraisal technique among the employees and to investigate the need and expectation of performance appraisal system in the company. To obtain results convenient sampling method has been used. Data has been collected from 140 respondents. Statistical tools such as ANOVA, Chi square test, Percentage analysis are applied to data collected from 140 respondents. Respondents are satisfied that the existing performance appraisal gives motivation and job satisfaction.

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CHAPTER -1

1.1 INTRODUCTION

A performance appraisal is a systematic and periodic process that assess an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. 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 said that, "Encourage 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. Appraising the performance of individuals, groups and organizations is a common practice of all societies. While in some instances these appraisals processes are structured and formally sanctioned, in other instances they are an informal and integral part of daily activities. Thus, teachers evaluate the performance of students, bankers evaluate the performance of creditors, parents evaluate the behavior of their children, and all of us, consciously or unconsciously evaluate our own actions from time to time. It is a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual) in which the work performance of the subordinate is examined and discussed, with a view to identifying weakness and strength as well as opportunities for improvement and skills development. People differ in their abilities and their aptitudes. There is always some difference between the quality and quantity of the same work on the same job being done by two different people. Performance appraisals of employees are necessary to understand each employee's abilities, competencies and relative merit and worth for the organization. Performance appraisal rates the employees in term of their performance. Performance appraisal is a method of evaluating the behavior of employees in the workspot, normally including both the quantitative and qualitative aspects of job performance. Performance here refers to the degree of accomplishment of the tasks that make up an

individual's job. It indicates how well an individual is fulfilling the job demands. Often the term is confused with effort, but performance is always measured in terms of results and not efforts. A student, for e.g., may exert a great deal of effort while preparing for the examination but may manage to get a poor grade. In this case, the effort expended is high but performance is low. In order to find out whether an employee is worthy of continued employment or not his performance needs to be evaluated from time to time. According to a prominent personality in the field of Human Resources," performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in the matters pertaining to his present job and his potential for a better's job." Performance appraisal is a powerful tool to calibrate, refine and reward the performance of the employee. It helps to analyze his achievements and evaluate his contribution towards the achievements of the overall organizational goals. 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 practioners alike. The latest mantra being followed by organizations across the word is "getting paid according to what you contribute "– the focus of the organization is turning to performance management and specifically to individual performance. Performance appraisal helps to the rate the performance of the employees and evaluate their contribution towards the organizational goals.

1.1.1 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 performance appraisal is to ascertain the behavior of an employee anchored to performance and integrate with the organizational performance. It helps both the employers and employees to understand the responsibility in the organization Performance appraisal system is focused to integrate the expectationsi.e., performance which gives a total clarity between the appraiser and appraisee. 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 and the stakeholders. Performance appraisal system is the right instrument that plays a vital role directly or indirectly in achieving the above. It improves the interpersonal relationship among the employees and employers in the organization. It reflects an evaluative judgement of the traits, characteristics and the work performance of the employees on jobs. It is a continuous process to reach the desirous goal of not only the organization but also the employees. Performance appraisal may be defined as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview in which the work performance of the subordinate is examined and discussed, with a view to identifying weakness and strengths as well as opportunities for improvement and skills development.

Performance appraisal system is used to evaluate the traits or qualities of an employee systematically at regular intervals. Adequate and ample opportunities are provided to the employees to enable them to the maximum utilization of their strong qualities. Thus, performance appraisal plays avital role such as “unity in diversity” in the utilization of organization. It contributes indirectly to the growth of GDP and per capita income through the development of employee as well as organization. It is the powerful instrument of the Human Resource personnel to take right decisions with respect to labor turnover and other related aspects. It helps the organization in the 3 ‘R’ process like Recruitment, Retention and Retirement. Performance Management is a new HR management model that takes away the management from command-and-control approach to a facilitation model of leadership. This shift in style has emerged from the realization that is very critical for the employees and the business to relate the work performance of employees to the long-term goals and mission or the organization as a whole. The process of PM provides an opportunity for the managers to discuss the developmental goals of the organization with the employees and jointly draw a path to achieve those goals. Such a collaborative approach fosters ownership among the employees at the level where the work is done for the chosen path and to that extent it makes achievement of goals simple.

1.1.2 Observing Employee Performance

Observing employee's performance and providing objective behavioral feedback about it should be a routine part of the performance management process. Feedback should be based on observed, factual, specific work-related behaviors, actions, statements, results and working relationships. Effective feedback helps the employee sustain good performance, develop new skills and improve performance when necessary. As a part of PM, managers must constantly observe the work performance and provide appropriate feedback to an employee. Feedback should be based on the observed work-related behavior. Such observation of employee behavior and the results of performance enable the management to identify the shortcomings and facilitate an employee to be successful at the job by continuously developing the skills, knowledge and competency. Wherever a manager cannot directly observe an employee's performance it is desirable to put in place a process that enables the management to know how they are functioning from time to time. The most critical part of PM is assessing, summarizing and developing the work performance of an employee. It is essential that every employee enjoys the benefit of looking at his performance appraisal at least once in a year. A manager should analyze the performance of the employee objectively against the set standards. It is desirable for the manager to meet and discuss with the employee about the appraisal process extent it enhance the employees acceptance of the outcome. The manager has to review the draft of the performance appraised form and supporting comments with the concerned employee. Here it makes sense to discuss the employee's strengths first; covering each point in detail, for it sets a positive tone to start the discussion. Identifying the functional areas requiring improvement is to be accomplished. Performance manager and the concerned employee must mutually identify areas in which education, training or their development opportunities are needed and design a strategy for developing skills and knowledge of the employee. Discussion with the employees, the steps to be taken by them to accomplish self-development goals, as well as how the department will help them to arrive at an agreement to be done. It always makes sense for managers to meet employees for such discussion in private.

1.1.3 Process of Performance Appraisal

The performance appraisal process has been used as a deciding factor for career development, and in most cases, the promotions and salary raise are directly dependent on it. If an employee manages to garner higher ratings, it indicates better performance by the employee and thus better growth of the organization. In case employee gets lower ratings, the organization can then help him to improve his performance by offering him training to improve his skills and knowledge. More and more organizations are leaning in favor of conducting a performance appraisal process because it will help them to accomplish the business goals at a faster pace. The performance appraisal process should be calculated over some time so that both the employer and employee can have a better idea about his performance on an annual basis. The performance appraisal process is a formal interaction between an employee and his manager that takes the form of a structured interview to examine and discuss strengths and weakness. This is undertaken to improve current skills and knowledge and offer further opportunities for improvement, development and growth. Performance appraisal is the process of evaluating manager's performance, aptitudes and other qualities necessary for successfully carrying out job. It is often linked with the compensation and development plans of the organization. Performance appraisals perform three important functions within companies. They provide feedback to a person on their overall contribution for a period. They identify development needs and opportunities for improvement. They help inform salary and bonus reviews. A systematic performance appraisal goes through different steps. The steps are: - Establishing performance standards, Communicating the standards, determining who will conduct the appraisal, Measuring the actual performance, Communicating the concerned employee, Taking corrective actions. Performance appraisal can be undertaken either on informal basis or on formal and systematic basis. In comparatively smaller organizations, appraisal, either based on traits or performance or a combination of both, is done informally through the observation of concerned employees. In larger organizations, appraisal has to be more systematic and formal as it reveals various types of information which can be used for variety of purposes. A systematic performance appraisal goes through different steps.

1.2 INDUSTRY PROFILE

IT (INFORMATION TECHNOLOGY)

Information Technology (IT) is the application of computers to store, retrieve, transmit and manipulate data, often the context of a business enterprise. IT is considered a subset of Information and Communications Technology (ICT). The Information Technology & Information Technology Enabled Services (IT-ITES) sector is a field which is undergoing rapid evolution and is changing the shape of Indian business standards. Information is a resource which has no value until it is extracted, processed and utilized. Information technology deals with information technology deals with information system, data storage, access, retravel, analysis and intelligent decision making. Information Technology (IT) industry in India has played a key role in putting India on the global map. IT industry in India has been one of the most significant growth contributions for the Indian economy. This has projected India's image as a global player in providing world class technology solutions and business services. The transformation from an agriculture-based country to a knowledge-based country has high credentials to IT sector. Information technology refers to certain creation, gathering, processing, storage, presentation and dissemination of information and also the processes and devices that enable all this to be done. Information technology stands firmly on hardware and software of a computer and telecommunication infrastructure. This sector includes software development, consultancies, software management, online services and business process outsourcing (BPO). In 1990's the industry started off with an export of nearly \$100 million with round 5,000 employees. Now it is an industry that thrives globally and India's IT exports are now around \$70billion with 28million employees working in this sector. Employment opportunities are huge in IT sector which in turn reflects upon the employee retention and employee's performance standard. Among other sectors, the IT sector in India has been driving growth for the last decade and more, and has the potential to continue doing so for the next couple of years if shortcomings are met and challenges are faced. A 1958 Article in Harvard Business Review referred to information technology as consisting of three basic parts: computational data processing, decision support, and business software. This time period marked the beginning of IT as an officially defined area of

business; in fact, this article probably coined the term. Over the ensuing decades, many corporations created so-called "IT departments" to manage the computer technologies related to their business. Whatever these departments worked on became the *de facto* definition of Information Technology, one that has evolved over time. Today, IT departments have responsibilities in areas like computer tech support, business computer network and database administration, business software deployment, and information security. Especially during the dot-com boom of the 1990s, Information Technology also became associated with aspects of computing beyond those owned by IT departments. This broader definition of IT includes areas like software development, computer systems architecture, and project management.

1.1.1 Information Technology Jobs and Careers

Information Technology careers involve the design, development, support, and management of hardware, software, multimedia, and systems integration services. The demand for new and better technology will continue to grow and so careers for computer and information research scientists are expected to increase. As companies store more data, there will be a greater need for database administrators and for data analysts to make sense of it. More consumer products use software, so software developers will also see great future job prospects. The IT field requires a solid foundation in math and science as well as strong technical skills, and for those with skills in these areas, there are careers in IT in virtually every part of the economy, and in fact, the world. Job posting sites commonly use IT as a category in their databases. The category includes a wide range of jobs across architecture, engineering, and administration functions. People with jobs in these areas typically have college degrees in computer science and/or information systems. They may also possess related industry certifications. Short courses in IT basics can be also be found online and are especially useful for those who want to get some exposure to the field before committing to it as a career. A career in Information Technology can involve working in or leading IT departments, product development teams, or research groups. Having success in this job field requires a combination of both technical and business skills.

1.2.2 Issues and challenges in Information Technology

As computing systems and capabilities continue expanding worldwide, "data overload" has become an increasingly critical issue for many IT professionals. Efficiently processing huge amounts of data to produce useful business intelligence requires large amounts of processing power, sophisticated software, and human analytic skills.

Teamwork and communication skills have also become essential for most businesses to manage the complexity of IT systems. Many IT professionals are responsible for providing service to business users who are not trained in computer networking or other information technologies but who are instead interested in simply using IT as a tool to get their work done efficiently. System and network security issues are a primary concern for many business executives, as any security incident can potentially damage a company's reputation and cost large sums of money. IT is rife with opportunity and challenges. There are plenty of options to learn new and exciting skills, and also to earn high salaries. But new technologies have disrupted the industry, and IT staff and management aren't always on the same page. Top challenges facing in IT industry is Workload, Cybersecurity, Skills gaps, Digital transformation, Cloud computing, Hiring, Budget, Leadership support, Analytics and data management, Automation, Project management, Career growth.

1.2.3 Computer Networking and Information Technology

Information technology is the development, maintenance, or use of systems especially computer systems, software and networks for storing, retrieving and sending information. Computer networking is the process of electronically linking two or more computing devices to exchange information through data connections. Because networks play a central role in the operation of many companies, business computer networking topics tend to be closely associated with Information Technology. The popularity of online video has greatly increased the demand for network bandwidth both on the Internet and on IT networks. New types of software applications that support richer graphics and deeper interaction with computers also tend to generate larger amounts of data and hence

network traffic. Information technology teams must plan appropriately not just for their company's current needs but also this future growth. IT network administrators must now support a wide array of smartphones and tablets in addition to traditional PCs and workstations. IT environments tend to require high- performance wireless hotspots with roaming capability. In larger office buildings, deployments are carefully planned and tested to eliminate dead spots and signal interference. Whereas IT shops in the past maintained their own server farms for hosting email and business databases, some have migrated to cloud

computing environments where third-party hosting providers maintain the data. This change in computing model dramatically changes the patterns of traffic on a company network, but it also requires significant effort in training employees on this new breed of applications.

1.3 NEED FOR THE STUDY

- Performance appraisals are a regular view of employee's performance with in organization.
- To help the superior to have a proper understanding about their subordinates.
- To ensure organizational effectiveness through correcting the employee for standard and improved performance and suggesting the changes in employee behavior
- It provides information about the performance ranks.

1.4 SCOPE OF THE STUDY

- The main aim of the study is to find out the effectiveness of performance appraisal

- The study has been conducted with respect to performance appraisal system existing in the organization which is useful to know the strength and weakness of the employees.
- This study helps to know the level of importance of appraisal system.
- The sample size is 140. Therefore there is scope for the difference in the factors when the number of respondents increase.

1.5 OBJECTIVES OF THE STUDY

1.5.1 Primary Objective

- To identify the effectiveness of existing performance appraisal system in IT industry

1.5.2 Secondary Objective

- To identify the factors that influence to provide the maximum performance towards organizational development.
- To identify the awareness level of performance appraisal technique among the employees.
- To identify the strength and weakness of the employees.
- To investigate the need and expectation of performance appraisal system in the company.

1.6 LIMITATIONS OF THE STUDY:

- The performance appraisal study is limited only to the IT employees.
- Some of the respondents can hide the real information.
- Some of the respondents could not give their proper response due to lack of time.

- Some of the respondents avoid to fill the form.
- A sample size cannot always represent the whole population.
- A survey should involve a large sample size otherwise the findings of the survey cannot be generalized. But a large sample size may increase the time and cost of collecting the primary data with the help of questionnaire.
- As the questionnaire were got fill through Google form, therefore 100% response was nor got despite several requests and reminders.
- The study population is limited to 140 respondents between of the lack of availability of time for the data collection.

CHAPTER – 2

REVIEW OF LITERATURE

2.1 INTRODUCTION

A literature review surveys scholarly articles, books, dissertations, conference proceedings and other resources which are relevant to a particular issue, area of research, or theory and provides context for a dissertation by identifying past research. Research tells a story and the existing literature helps us to identify where we are in the story currently. It is up to those writing a dissertation to continue that story with new research and new perspectives but they must first be familiar with the story before they can move forward.

EVALUATION OF INDIVIDUAL EMPLOYEE

Devries, Morrison, Shulman and Gerlach (1981) define performance appraisal as a process by which an organization measures and evaluates an individual employee's behavior and accomplishments for a finite period.

Denhardt (1991) defines performance appraisal as a specific evaluation with respect to an individual's progress in completing specified tasks.

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

PERSONNEL DEVELOPMENT

Eichel and Bender (1984) Over the past quarter century, the purpose of performance appraisal has shifted from tools supporting the activities of management to an increasing trend towards personnel development.

STRUCTURE AND CULTURE

Stonich (1984) argued that performance measurement in an organization should be in tune with its structure and culture. Since the nature of the enterprises in which each industry is engaged varies, its organizational type, business policy, internal and external environment are also usually different.

POSITIVE INFLUENCE

Churchill et al (1985) Appraisals are generally considered to have a positive influence on performance, but they also may have a negative impact on motivation, role perceptions, and turnover when they are poorly designed or administered.

Prince and Lawler (1986) found that the constructs “work planning and goal setting” and “discuss performance attributes” exerted a positive influence on employees’ satisfaction with and perceived utility of the performance appraisal. In contrast, the construct “career development” showed little influence on performance appraisal satisfaction.

COMPETENCY OR JOB-RELATED BEHAVIOUR

Schenier, Richard & Lloyd (1986) is concerned with three possible measures namely assessing results, behaviors and personal characteristics. Each dictates a specific type of appraisal format based on competency or job-related behavior. These forms of appraisals are made by single or multi rater.

IMMEDIATE SUPERVISOR

Cleveland, Murphy and Williams (1989) Development provided by the immediate supervisor has been to be an important and common use of performance appraisal.

THE NEED FOR EFFECTIVE EVALUATION

Vroom (1990) states that formal performance appraisal plans can be designed to meet the following key needs: (a) the organization; (b) the supervisor; (c) the employee. He stresses the need for effective evaluation as it can effectively serve these critical areas.

OBJECTIVES OF STAFF APPRAISALS

Wanna et al (1992) defines the objective of staff appraisals as “to improve planning and service delivery at the general level but also to provide feedback to individual officers”

Cherry (1993) however sees the appraisal process as fundamental to the success of organizational change initiatives citing the work of the “powerful formative effects of the organizational power structure, on the workforce skill profiles and in corporate culture”.

THE NEED FOR EFFECTIVE EVALUATION

Blanchard et al (1994) discusses the fact that leadership style is the pattern of behaviors you use with others as perceived by them. The critical part being that it is how others perceive your behaviors that determine your leadership style and that this perception will be based on how you communicate.

INCREASING THE QUALITY OF PERFORMANCE APPRAISAL PROCESS

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 involved, progress has been less.

IMMEDIATE FEEDBACK

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.

IMPROVE EMPLOYEES' LEVEL OF JOB SATISFACTION

Petti John. P et al (2001) identify participation and perceptions of fairness as integral to employees' perceptions of job satisfaction and organizational commitment. They

conclude that performance Appraisal Systems can be used to actually improve employees' levels of job satisfaction, organizational commitment, and work motivation.

APPRAISALS ARE USEFUL IN SETTING GOALS

Moulder (2001) states that performance appraisals are valued for defining expectations and measuring the extent to which expectations are met. She goes on to state the appraisals can make clear to employees where they are having success and where they need to improve performance. Moulder indicates that appraisals are useful in setting goals and in fostering improved communications among work groups and between employees and supervisors.

360-DEGREE APPRAISAL

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.

FUNDAMENTAL OBJECTIVE OF PERFORMANCE APPRAISAL

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 et, al (2004), Performance management deals with the challenge organizations face in defining, measuring, and stimulating employee performance with the ultimate goal of improving organizational 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.

PERFORMANCE TO BE DISCUSSED

ICMA (2005) states that almost all employees are eager to know how well they are doing their jobs, but many dread the meetings in which their performance is to be discussed.

HIGH LEVEL OF ORGANIZATIONAL PERFORMANCE

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 is achieved.’

PERFORMANCE DIMENSIONS

According to **Angelo S Denisi and Robert D Pritchard (2006)** “performance appraisal” is a discrete, formal, organizationally sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and criteria that are used in evaluation process.

RATING OF INDIVIDUALS BY MANAGER

Armstrong M (2006) defined performance appraisal as the formal assessment and rating of individuals by their manager at, usually, an annual review meeting. While the Chartered Institute of Professional Development (CIPD) have 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 the appraisers should only rate in those areas in which they have substantial job knowledge. They should be as close as possible to the organizational level of the employee being evaluated. If they are not in position where they can observe the person's work behavior then there is a greater chance of inaccuracies.

CAN CAUSE CONFLICTS BETWEEN THE APPRAISER AND APPRAISEE

Redman T, Wikinson A, (2008) the critics of performance Appraisal believe it is an expensive process, that it can cause conflicts between the appraiser and appraisee, is not hugely valuable and might also be debilitating the development of employee performance.

DISCUSS WEAKNESS OF PERFORMANCE DIRECTLY WITH EMPLOYEES

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 criticizing the manager or redirecting blame to someone else.

MAINTAIN A PROPER REWARDING OF THE PERFORMANCE FOR THE EMPLOYEES

Lilan, Mathooko & Sitali (2011) The information gathered and performance appraisal provide basis for recruitment and selection, training and development of existing staff, motivating and maintain a quality human resource through correct and proper rewarding of their performance.

Bipono. M et al (2014) performance management system enabled the majority of public servants to plan, monitor and account for their performance organizes culture affected the implementation of PMS negativity as some of the leaders did not understand the system and thus were not able to guide their subordinates towards realizing the goals of the system. In addition, the study observed that some supervisors use Performance Management System as a punitive tool and deserving employees were not fully rewarded, something that demotivates employees.

MEASURE THE EFFECTIVENESS AND EFFICENCY OF THE EMPLOYEES

Aggarwal. A Thakur. G (2013) Performance appraisal system is used in the organizations to measure the effectiveness and efficiency of their employees. Performance appraisal system is needed because every employee has a different attitude to handle the work. Performance appraisal tends to improve the work performance, communication expectations, determining employee potential and aiding employee counselling.

HIGHLY USEFUL IN DECISION MAKING

Joshi. M (2013) Performance appraisal provides information which is highly useful in making decisions regarding various aspects such as promotions and merit rating. It entails objective setting, self-appraisal and feedback on performance and performance evaluation itself.

EVALUATION

Alford and Beatty say, "It is the evaluation or appraisal of the relative worth to the company of a man's service on the job.

IMPORTANT RATING OF EMPLOYEE'S EXCELLENCE

Flipper says, "Performance appraisal is a systematic, periodic and so far, as humanly possible and important rating of employee's excellence of matters pertaining to his potentialities for a better job". Performance appraisal has been defining in many ways. The simplest way to understand the meaning of performance appraisal is as follows, "A regular and contributes evaluation of the quality and style of the performance and behavior of an individuals called performance appraisal".

Apart from organizational control, **Ligen, Bames-Farell and McKellin (1993)** concluded, from their extensive review of the literature since the 1980s about performance appraisal, that there are four aspects, and seldom have exactly the same nature and functions. In order to integrate findings in the area, Chu (2002) proposes,

appraises personnel, appraisal criteria, appraisal methods, appraisal timings and appraisal feedback.

HONEST AND MEANINGFUL FEEDBACK

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.

PERFORMANCE SHOWS BOTH BEHAVIOUR AND ACHIEVEMENT

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 organizational performance is not only about efficiency but also about behaviors and acts to achieve the goals.

ENHANCE THE PERFORMANCE OF THE EMPLOYEES

Nyongesa P et al (2014) The performance appraisal system is meant to enhance the performance of employees by integrating an individual's goal with those of the organization.

CHAPTER- 3

3.1 Research Design:

- The research design stands for the advance planning of the methods to be adapted for collecting the relevant data and techniques to be used in the analysis. The study sample size is 140 IT workers working at various IT companies.

3.2 Sampling Techniques:

- The sampling method used in this research is Convenient Sampling technique. The sample size is 140. The respondents are working at various IT companies of different age group, employment status, educational criteria.

3.3 Sources of data

- For the purpose of study primary data and secondary data have been collected.
- Primary data collected through survey and secondary data from literature review.

3.4 Structure of Questionnaire

The questionnaire has been framed and circulated to collect primary data. The questionnaire contains

- Direct questions
- Close end questions
- Multiple choice questions

3. 5 Sample size:

The sampling method used in this research is Convenient Sampling technique.

The sample size is 140.

3.6 Period of study:

The period of study was from December 2020 to February 2021.

3.9 Analytical Tools:

- Pie charts
- Bar charts
- Chi square test
- ANOVA

CHAPTER – 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

Table 4.1.1: Showing gender of respondents

Gender	No. of Respondents	Percentage
Male	65	50%
Female	73	49%
Not to prefer	2	1%
Total	140	100

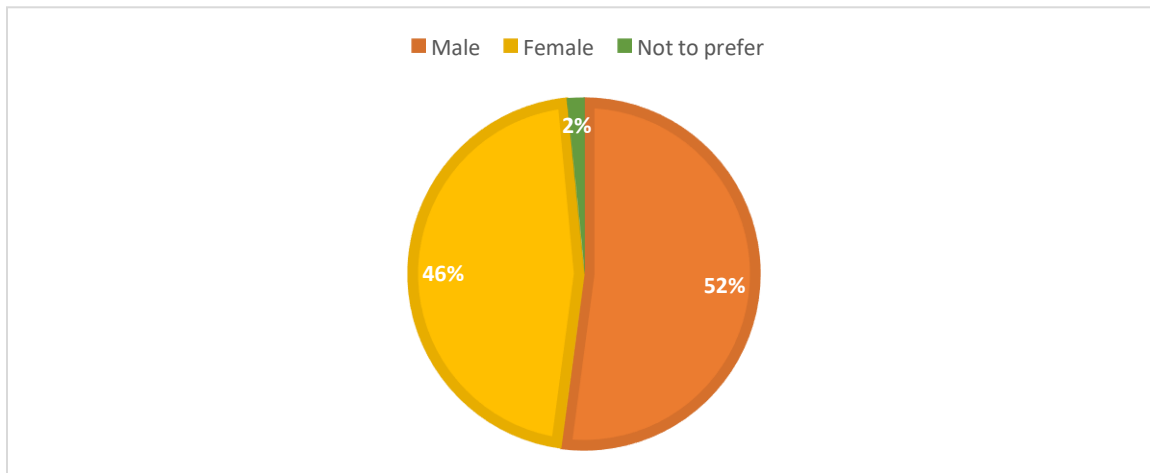


Chart 4.1.1: Showing gender of respondents

Interpretation: From the above table it is interpreted that 52% of the respondents are Male, 46% of the respondents are Female.

Inference: Majority (52%) of the respondents are Male.

Table 4.1.2: Showing Marital Status of respondents

Marital Status	No. of Respondents	Percentage
Married	54	38%
Unmarried	82	58%
Not to prefer	4	3%
Total	140	100

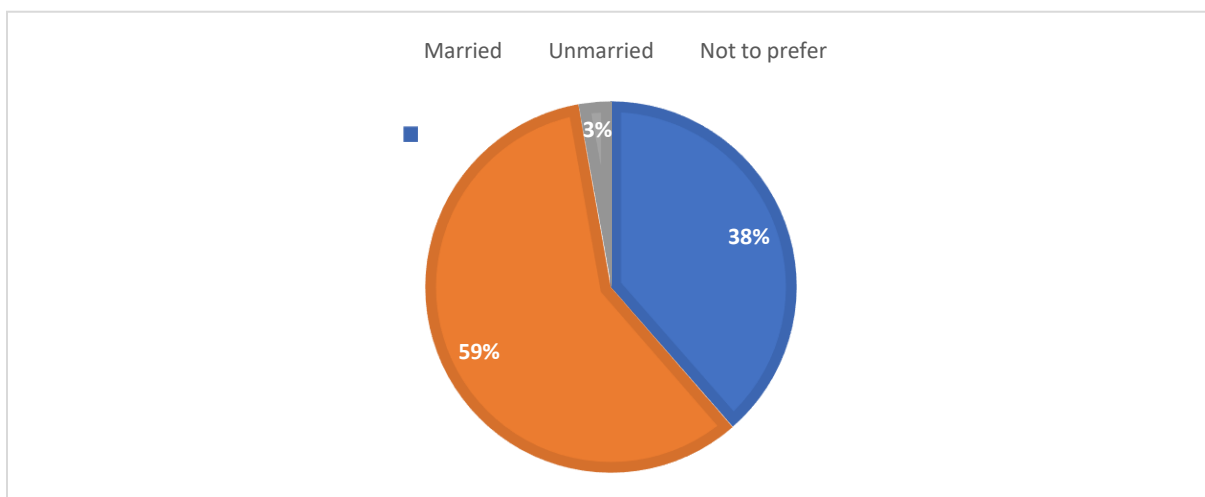


Chart 4.1.2: Showing Marital Status of respondents

Interpretation: From the above table it is interpreted that 59% of the respondents are unmarried, 38% of respondents are married and 3% of respondents are not to prefer

Inference: Majority (59%) of the respondents are unmarried

Table 4.1.3: Showing age of respondents

Year	No. of Respondents	Percentage
18 – 28 years	80	57%
29 – 38 years	38	27%
39 – 48 years	21	15%
49 and above	1	1%
Total	140	100

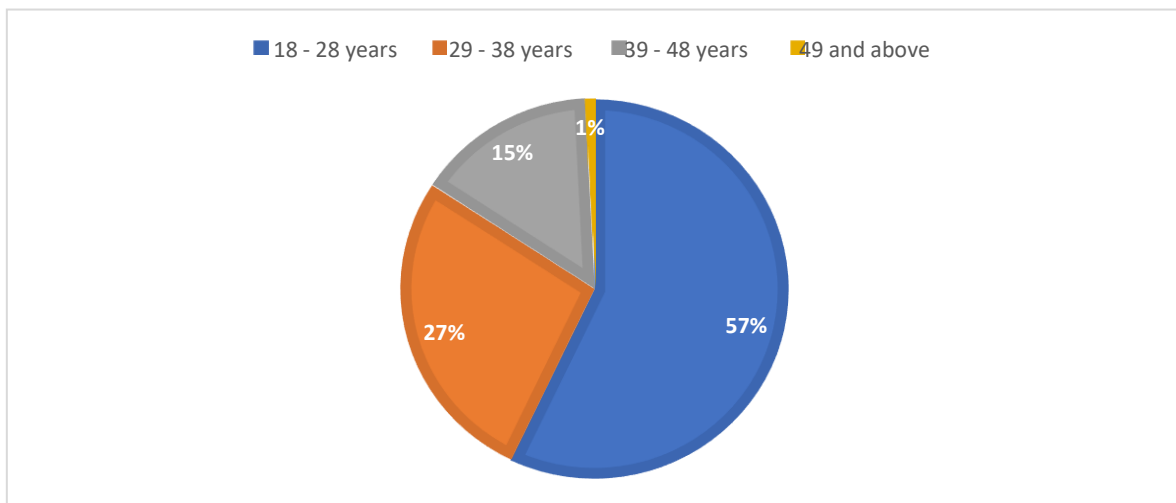


Chart 4.1.3: Showing age of respondents

Interpretation: From the above table it is interpreted that 57% of the respondents are 18 – 28 years old, 27% of the respondents are 29 – 38 years old, 15% of the respondents are 39-48 years old.

Inference: Majority (57%) of the respondents are in the age group of 18-28 years old.

Table 4.1.4

Showing respondents department

Department	No. of Respondents	Percentage
HR	25	18%
Development	45	32%
Testing	21	15%
IT Support	28	20%
Others	21	15%
Total	140	100

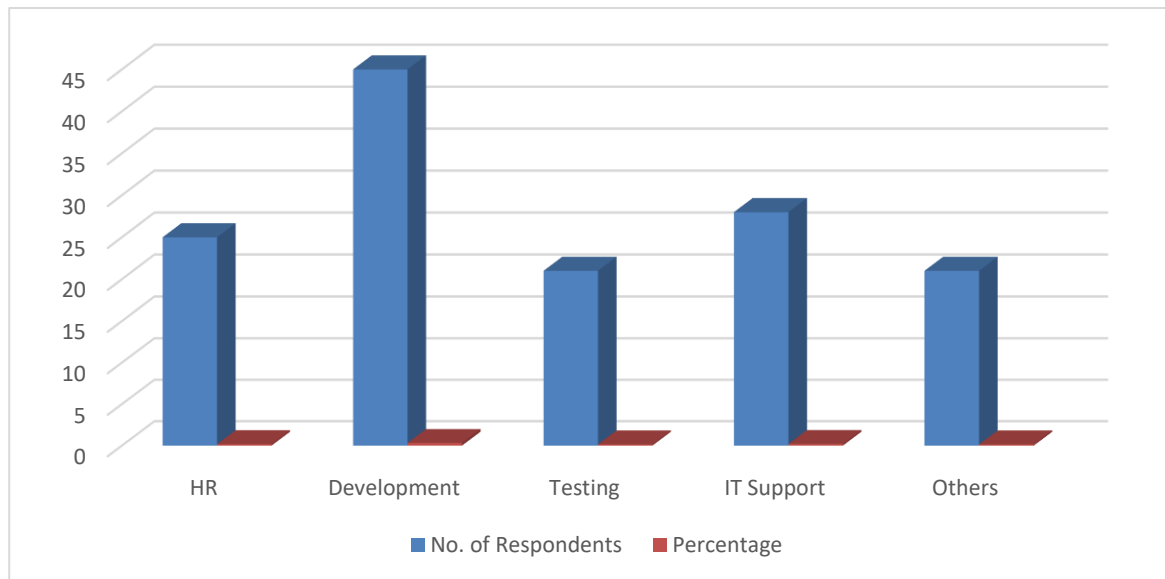


Chart 4.1.4: Showing respondents department

Interpretation: From the above table it is interpreted that 18% of the respondents are in HR department, 32% of the respondents are in development department, 15% of the respondents are in testing department, 20% of the respondents are in IT Support department and 15% of the respondents are in another department.

Inference: Majority (32%) of the respondents are in development department.

Table 4.1.5: Showing respondents Year of service

Year of service	No. of Respondents	Percentage
Below 5 years	79	56%
6 – 10 years	42	30%
10 -15 years	17	12%
Greater than 15 years	2	2%
Total	140	100

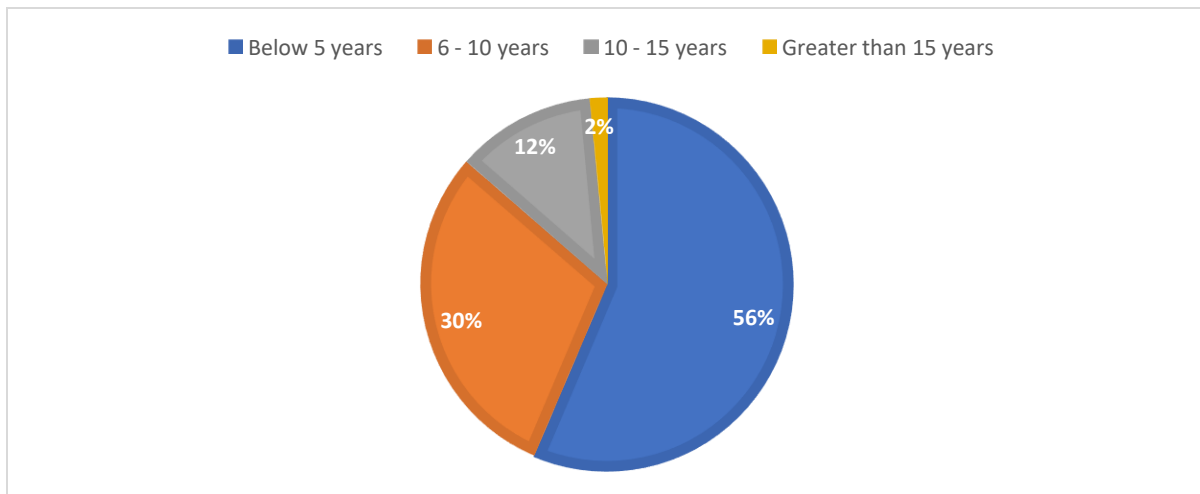


Chart 4.1.5: Showing respondents Year of service

Interpretation: From the above table it is interpreted that 56% of the respondents have below 5 years of service, 30% of the respondents have 6 – 10 years of service, 12% of the respondents have 10 – 15 years of service and 2% of the respondents have greater than 15 years of service.

Inference: Majority (56%) of the respondents have below 5 years of service.

Table 4.1.6

Respondents view on the concept of performance appraisal would help in

Particulars	No. of Respondents	Percentage
Evaluation of employees	37	26%
Promotion of employees	26	19%
Job satisfaction of employees	31	22%
Motivation	14	10%
A tool for salary hike	32	23%
Total	140	100

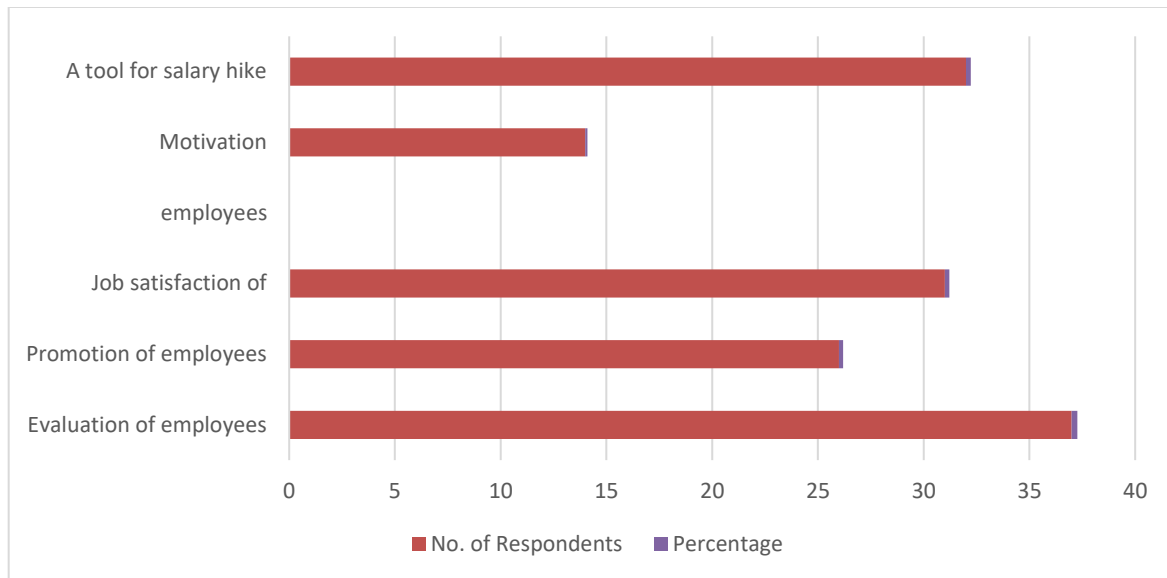


Chart 4.1.6: Respondents view on the concept of performance appraisal would help in

Interpretation: From the above table it is interpreted that 26% of the respondents are telling that performance appraisal would help in evaluation of employees, 19% of the respondents saying that it would help in promotion of employees, 22% of the respondents are telling that it would help in job satisfaction of the employees, 10% of the respondents are telling that it would help in motivation and 23% of the respondents are telling that it would help as a tool for salary hike

Inference: Majority (26%) of the respondents are telling that performance appraisal would help in evaluation of employees.

Table 4.1.7

Showing the frequency of conducting performance appraisal meeting in their organization

Particulars	No. of Respondents	Percentage
Monthly	28	20%
Quarterly	43	31%
Half yearly	42	30%
Yearly	27	19%
Total	140	100

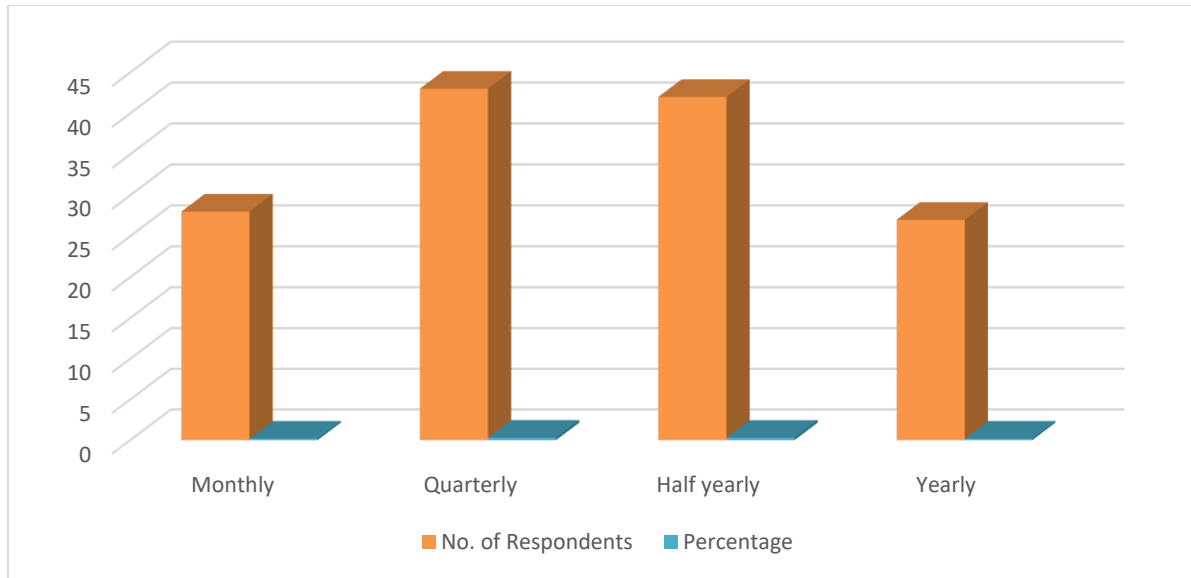


Chart 4.1.7: Showing the frequency of conducting performance appraisal meeting in their organization

Interpretation: From the above tale it is interpreted that 31% of the respondents attending performance appraisal meetings quarterly, 30% of the respondents attending half yearly, 20% of the respondents attending monthly and 19% of the respondents attending performance appraisal meetings yearly.

Interference: Majority (31%) of the respondents attending performance appraisal meetings quarterly.

Table 4.1.8

Respondents rating on the most suitable factor that helps to improve their performance in the organization

Particulars	5	%	4	%	3	%	2	%	1	%
Salary and incentives	24	17.1	41	29.2	56	40	18	12.8	1	0.7
Working environment	23	16.4	46	32.8	46	32.8	24	17.1	1	0.7
Level of motivation	26	18.5	47	33.5	49	35	17	12.1	1	0.7
Type of leadership	25	17.8	47	33.5	43	30.7	23	16.4	2	1.4
Career growth	26	18.5	44	31.4	56	40	11	7.8	3	2.1
Personnel satisfaction	30	21.4	39	27.8	54	38.5	16	11.4	1	0.7



Chart 4.1.8 Respondents rating on the most suitable factor that helps to improve their performance in the organization

Interpretation: From the above table it is interpreted that the most suitable factor that helps to improve their performance in the organization is personnel satisfaction.

Inference:

- Majority (21.4%) of the respondents have rated for personnel satisfaction
- Majority (18.5%) of the respondents have rated for career growth
- Majority (18.5%) of the respondents have rated for level of motivation
- Majority (17.8%) of the respondents have rated for type of leadership
- Majority (17.1%) of the respondents have rated for salary and incentives
- Majority (16.4%) of the respondents have rated for working environment

Table 4.1.9

Respondents satisfaction on the existing performance appraisal system that gives motivation and job satisfaction

Particulars	No. of Respondents	Percentage
Highly satisfied	28	20%
Satisfied	70	50%
Neutral	37	26%
Dissatisfied	4	3%
Highly dissatisfied	1	1%
Total	140	100

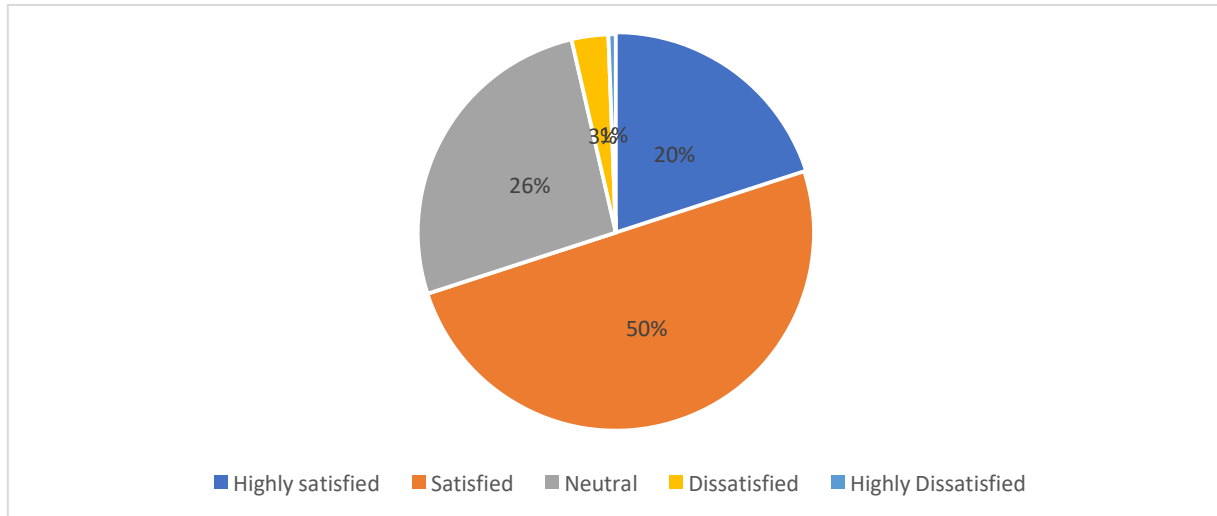


Chart 4.1.9: Respondents satisfaction on the existing performance appraisal system that gives motivation and job satisfaction

Interpretation: From the above table it is interpreted that 50% of the respondents are satisfied that the performance appraisal system gives motivation and job satisfaction, 26% of the respondents are neutral, 20% of the respondents are highly satisfied, 3% of the respondents are dissatisfied and 1% of the respondents are highly dissatisfied.

Inference: Majority (50%) of the respondents are satisfied that the performance appraisal would help in motivation and job satisfaction.

Table 4.1.10: Showing that respondent's mode of performance appraisal

Particulars	No. of Respondents	Percentage
Individually	50	36%
In team	37	27%
Group in organization	16	11%
All the above	37	26%
Total	140	100

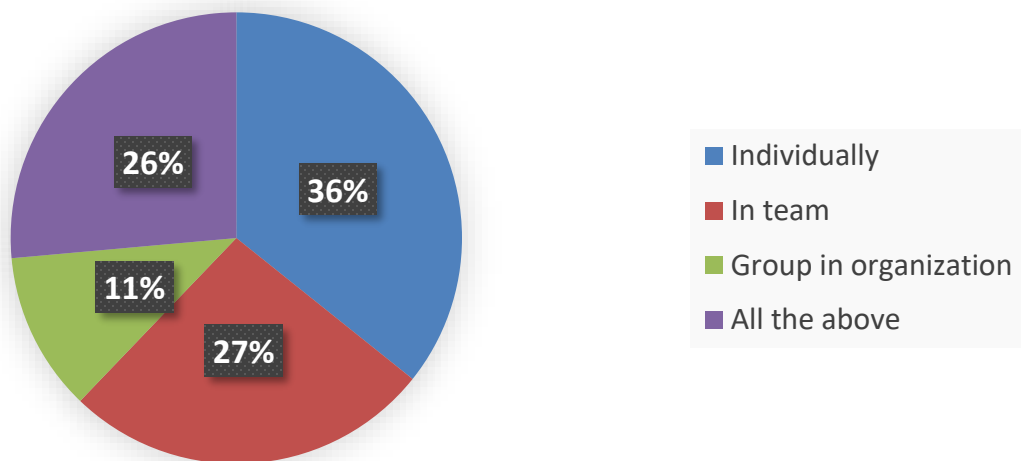


Chart 4.1.10: Showing that respondent's mode of performance appraisal

Interpretation: From the above table it is interpreted that 36% of the respondents are attending the performance appraisal individually, 27% of the respondents are attending in team, 26% of the respondents are attending group in organization and 11% of the respondents are attending in all.

Inference: Majority (36%) of the respondents are attending the performance appraisal meeting individually.

Table 4.1.11

Respondents view on the employees in their company are recognized for their performance and rewarded accordingly

Particulars	No. of Respondents	Percentage
Strongly agree	22	16%
Agree	73	52%
Neutral	36	26%
Disagree	7	5%
Strongly disagree	2	1%
Total	140	100

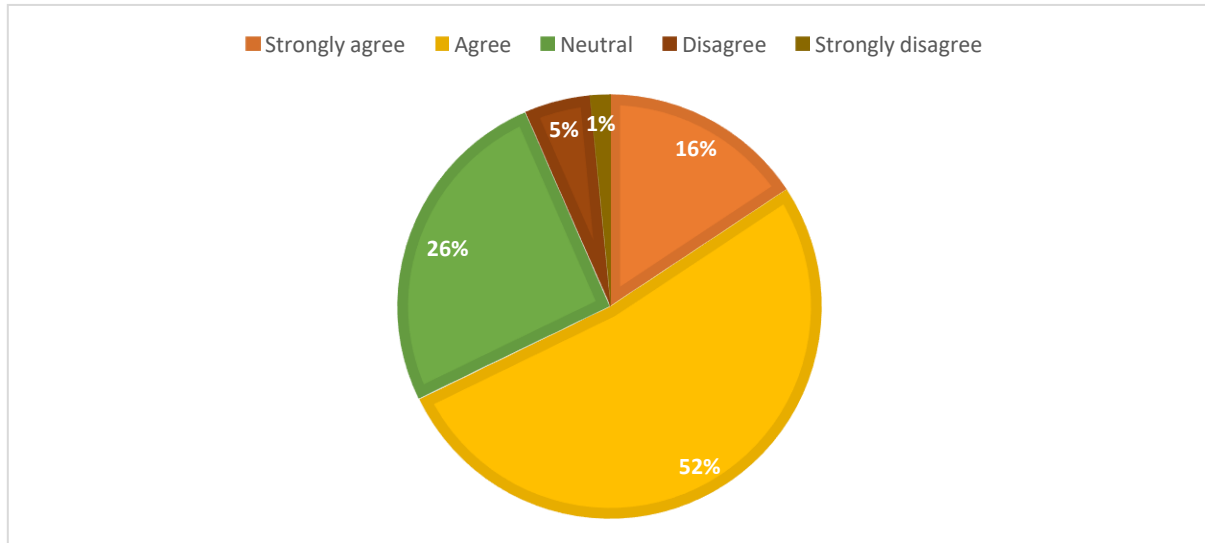


Chart 4.1.11: Respondents view on the employees in their company are recognized for their performance and rewarded accordingly

Interpretation: From the above table it is interpreted that 52% of the respondents are agree that the employees in their company are recognized and rewarded accordingly, 26% of the respondents are neutral, 16% of the respondents are strongly agree, 5% of the respondents are disagree and 1% of the respondent is dissatisfied.

Inference: Majority (52%) of the respondents are agree that the employees in their company are recognized and rewarded accordingly.

Table 4.1.12 Respondents view on who rates performances

Particulars	No. of Respondents	Percentage
Superiors	69	49%
Subordinates	18	13%
Peer groups	10	7%
All	43	31%
Total	140	100

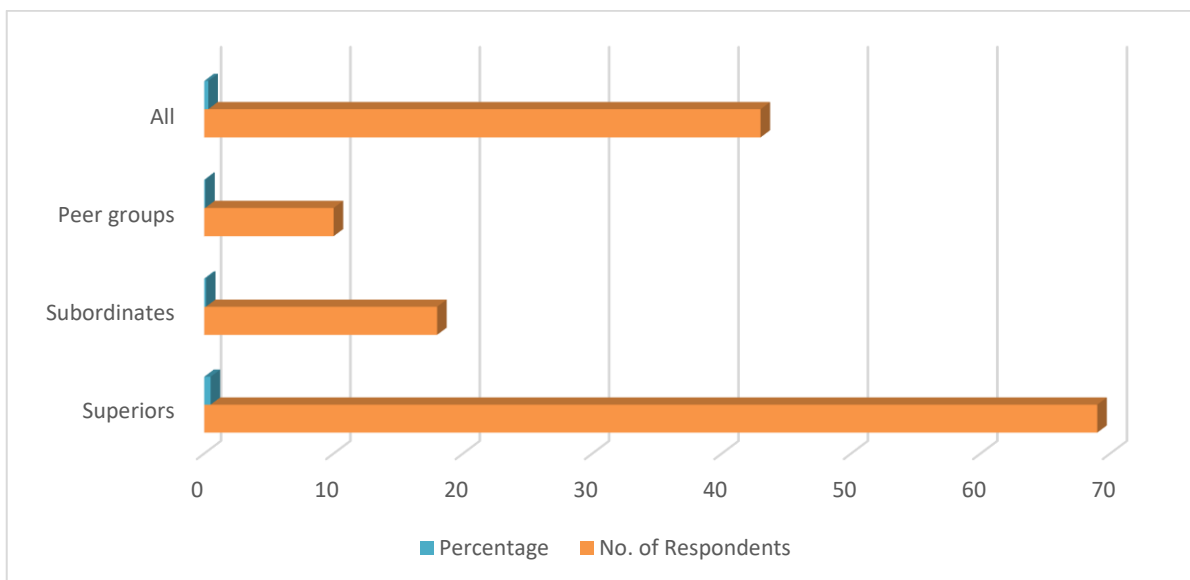


Chart 4.1.12: Respondents view on who rates performances

Interpretation: From the above table it is interpreted that 49% of the respondent's performances are rated by superiors, 31% of the respondent's performances are rated by all, 13% of the respondent's performances are rated by subordinates and 7% of the respondent's performances are rated by peer groups.

Inference: Majority (49%) of the respondents' performances are rated by superiors.

Table 4.1.13

Respondents view on the performance appraisal leads to identification of hidden potential of the employees

Particulars	No. of Respondents	Percentage
Strongly agree	22	15%
Agree	74	56%
Neutral	33	24%
Disagree	5	4%
Strongly disagree	1	1%
Total	140	100

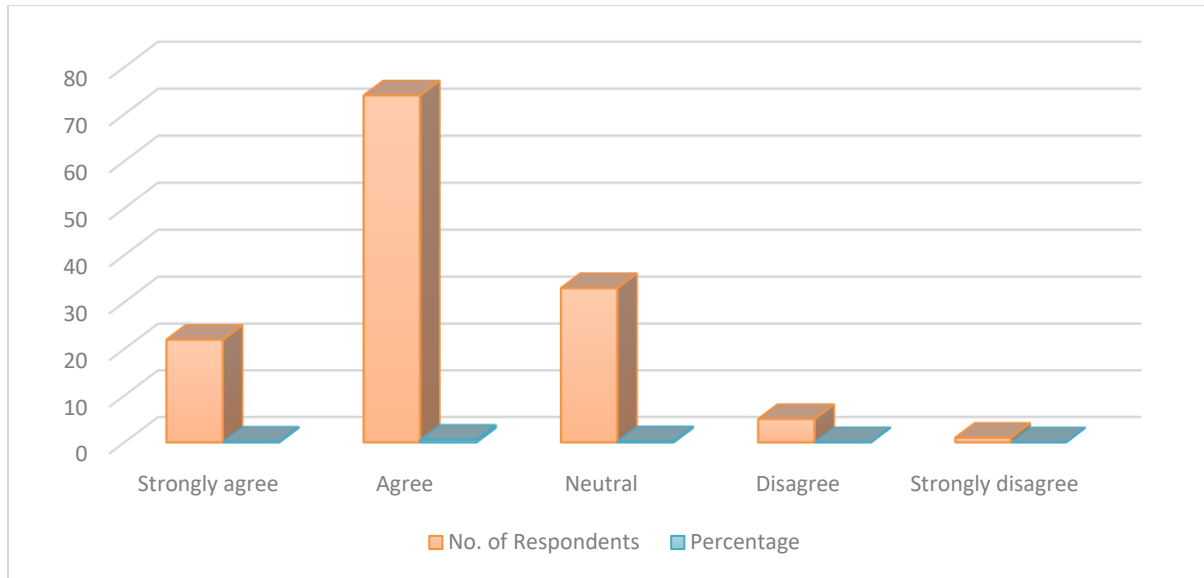


Chart 4.1.13: Respondents view on the performance appraisal leads to identification of hidden potential of the employees

Interpretation: From the above table it is interpreted that 56% of the respondents are agree that the performance appraisal leads to identify the hidden potential of the employees, 24% of the respondents are neutral, 15% of the respondents are strongly agree, 4% of the respondents are disagree and 1% of the respondent is strongly disagree.

Inference: Majority (56%) of the respondents are agree that the performance appraisal leads to identify the hidden potential of the employees.

Table 4.1.14

Respondents rating on how satisfied they are about their level of performance

Particulars	Highly satisfi ed	%	Satis fied	%	Neu tral	%	Dissat isfied	%	Highly dissatis fied	%
Team work	14	10	10	7.14	8	5.7	1	0.7	1	0.7
Initiative	18	8	8	5.7	6	4.2	0	0	0	0
Communica tion	17	7	7	5	5	3.5	1	0.7	0	0
Job knowledge	10	5	5	3.5	4	2.8	0	0	1	0.7
Work commitment	18	8	3	2.1	2	1.4	1	0.7	0	0

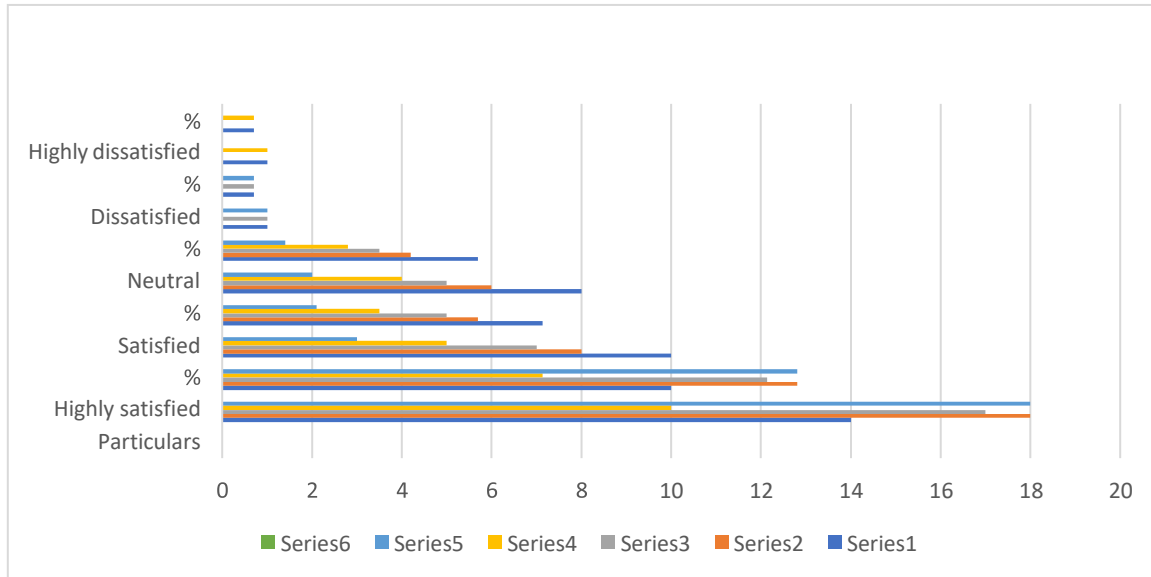


Chart 4.1.14 Respondents rating on how satisfied they are about their level of performance

Interpretation: From the table it is interpreted that the respondents are highly satisfied about their level of performance in Team work, Initiative, Communication, Job knowledge and inWork commitment.

Inference:

- Major (12.14%) of the respondents are highly satisfied about their Communication
- Major (12.8%) of the respondents are highly satisfied about their Initiative
- Major (12.8%) of the respondents are highly satisfied about their Work commitment
- Major (10%) of the respondents are highly satisfied about their Team work
- Major (7.14%) of the respondents are highly satisfied about their Job knowledge

Table 4.1.15

Respondents view on the performance appraisal system that drive employee to achieve the organizational objective with high performance

Particulars	No. of Respondents	Percentage
Highly satisfied	33	17%
Satisfied	77	61%
Neutral	25	20%
Dissatisfied	33	1%
Highly dissatisfied	2	1%
Total	140	100

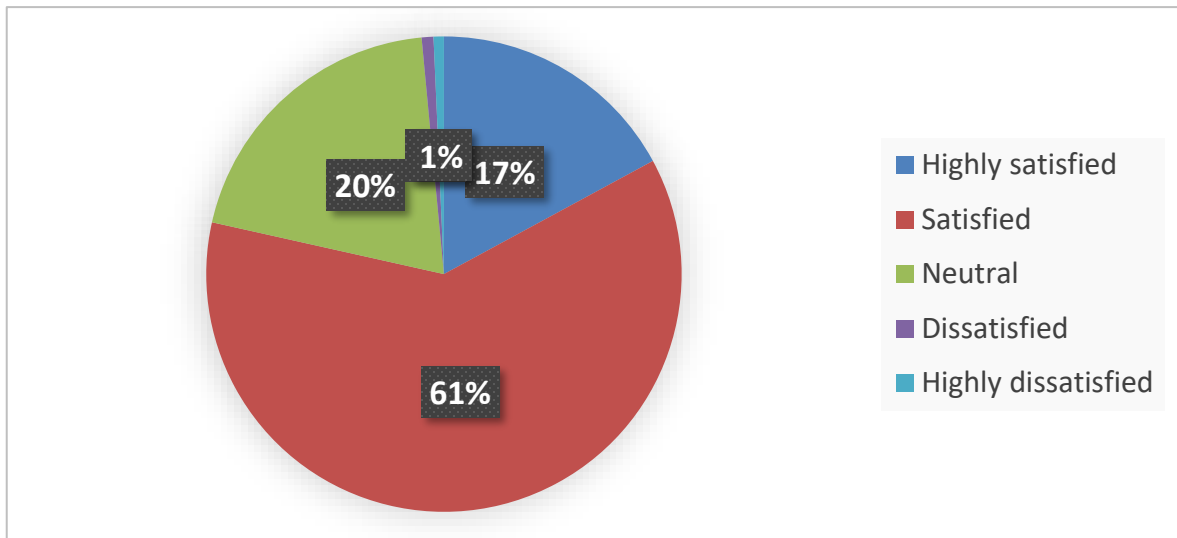


Chart 4.1.15: Respondents view on the performance appraisal system that drive the employee to achieve the organizational objective with high performance

Interpretation: From the above table it is interpreted that 61% of the respondents are satisfied that the performance appraisal system that drive the employee to achieve the organizational objective with high performance, 20% of the respondents are neutral, 17% of the respondents are highly satisfied, 1% of the respondents are dissatisfied and 1% of the respondents are highly dissatisfied.

Inference: Majority (61%) of the respondents are satisfied that the performance appraisal system that drive the employee to achieve the organizational objective with high performance.

Table 4.1.16

Respondents view on the satisfaction level of performance appraisal to induce the manpower for better outcome

Particulars	No. of Respondents	Percentage
Highly satisfied	25	18%
Satisfied	81	58%
Neutral	31	22%
Dissatisfied	2	1%
Highly dissatisfied	1	1%
Total	140	100

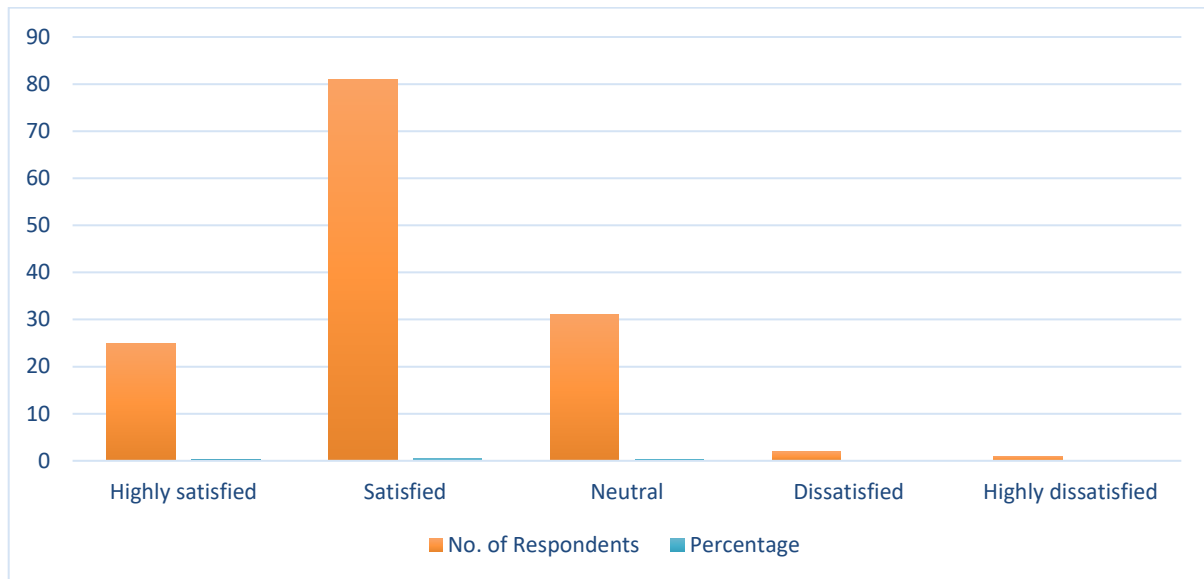


Chart 4.1.16: Respondents view on the satisfaction level of performance appraisal to induce the manpower for better outcome

Interpretation: From the above table it is interpreted that 58% of the respondents are satisfied that level of performance appraisal to induce the manpower for better outcome, 22% of the respondents are neutral, 18% of the respondents are highly satisfied, 1% of the respondents are dissatisfied and 1% of the respondents are highly dissatisfied

Inference: Majority (58%) of the respondents are satisfied that level of performance appraisal to induce the manpower for better outcome.

Table 4.1.17

Respondents view on the satisfaction with the communication of the strengths, weakness and suggestions to improve their performance

Particulars	No. of Respondents	Percentage
Strongly agree	25	18%
Agree	82	59%
Neutral	32	23%
Disagree	1	0%
Strongly disagree	0	0%
Total	140	100

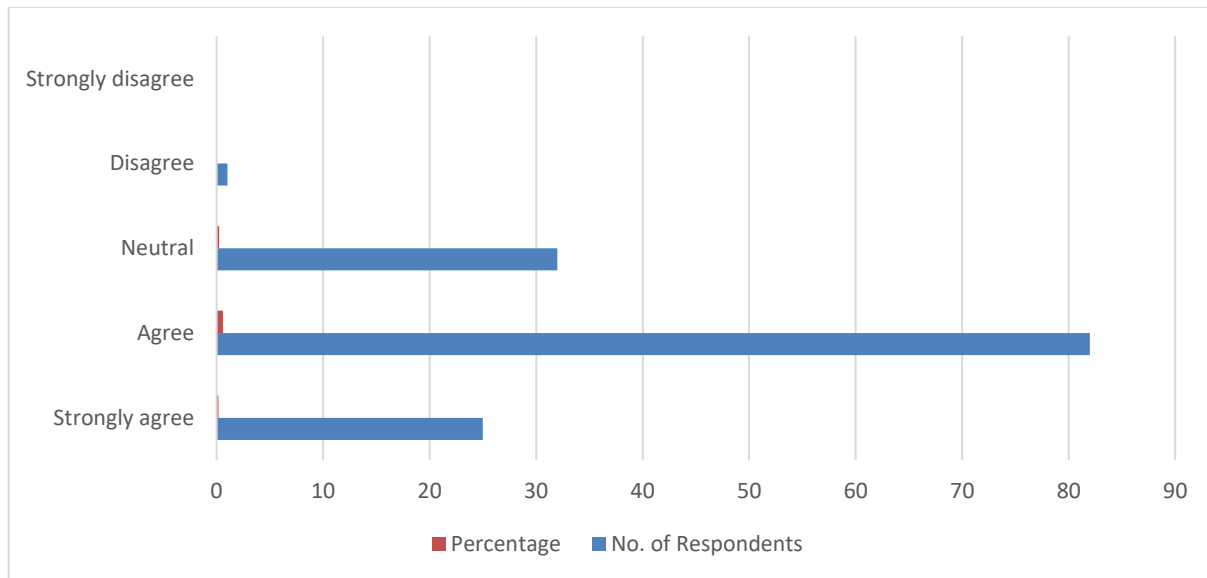


Chart 4.1.17: Respondents view on the satisfaction with the communication of the strengths, weakness and suggestions to improve their performance

Interpretation: From the above table it is interpreted that 59% of the respondents are agree with the communication of the strengths, weakness and suggestions to improve your performance, 23% of the respondents are neutral, 18% of the respondents are strongly agree.

Inference: Majority (59%) of the respondents are agree with the communication of the strengths, weakness and suggestions to improve the performance

Table 4.1.18

Respondents satisfaction with their reporting officer on giving constant feedback on their performance before the appraisal

Particulars	No. of Respondents	Percentage
Highly satisfied	22	16%
Satisfied	79	56%
Neutral	34	24%
Dissatisfied	5	4%
Highly dissatisfied	0	0%
Total	140	100

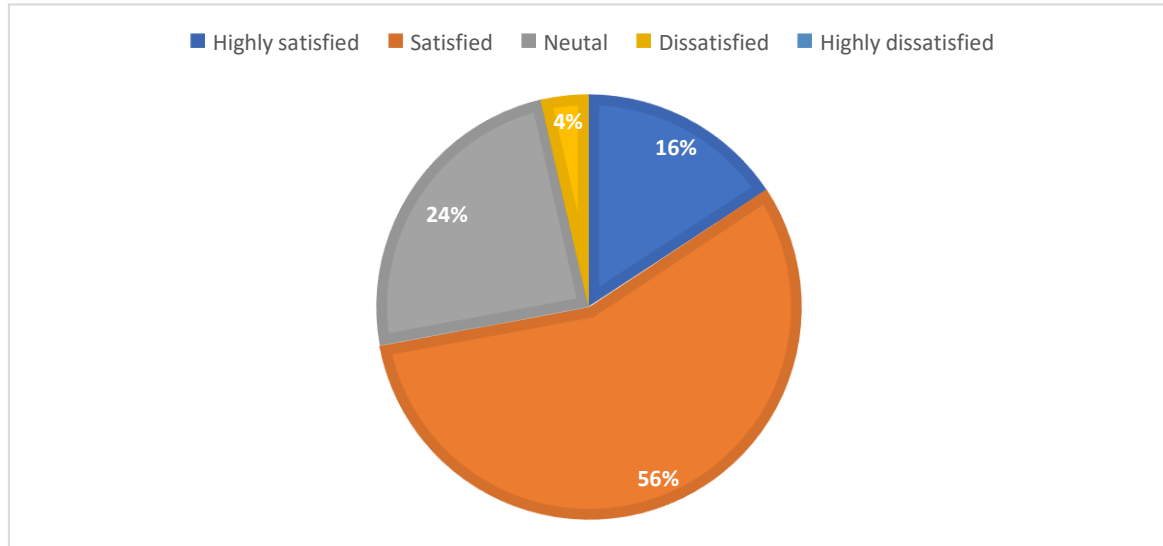


Chart 4.1.18: Respondents satisfaction with their reporting officer on giving constant feedback on their performance before the appraisal

Interpretation: From the above table it is interpreted that 56% of the respondents are satisfied that reporting officer on giving constant feedback on performance before the appraisal, 24% of the respondents are neutral, 16% of the respondents are highly satisfied and 4% of the respondents are dissatisfied.

Inference: Majority (56%) of the respondents are satisfied that reporting officer on giving constant feedback on performance before the appraisal

Table 4.1.19 Respondents rating on the factors that helps to attain the objective performance appraisal system

Particulars	1	%	2	%	3	%	4	%	5	%
To enhance the quality of operation	0	0	3	2.14	24	17.14	10	7.14	6	4.2
To induce the overall operation growth on development	1	0.7	4	2.8	13	9.2	12	8.5	3	2.14
To ensure the transparency in performance mapping	1	0.7	2	1.4	7	5	6	4.2	3	2.14
It helps in minimizing disputes in workplace	1	0.7	3	2.14	5	3.5	12	8.5	5	3.5
To boost up career development	0	0	4	2.8	3	2.14	10	7.14	2	1.4

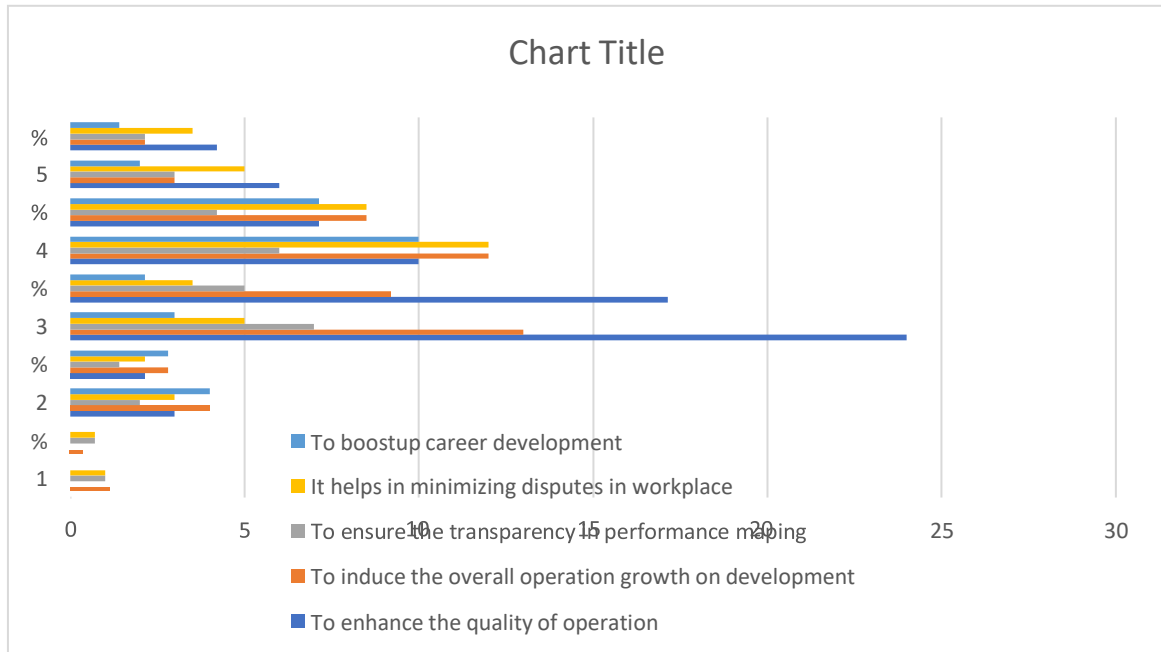


Chart 4.1.19 Respondents rating on the factors that helps to attain the objective by performance appraisal system

Interpretation: From the above table it is interpreted that (17.14%) of the respondents have rated 3 to enhance the quality of operation, (9.2%) of the respondents have rated 3 to induce the overall operation growth on development, (7.14%) of the respondents have rated 4 to boostup career development, (8.5%) of the respondents have rated 3 it helps in minimizing disputes in workplace, (8%) of the respondents have rated 3 to ensure the transparency in performance maping among the factors that helps to attain the objective by performance appraisal system.

Inference:

- Majority (17.14%) of the respondents have rated 3 to enhance the quality of operation
- Majority (9.2%) of the respondents have rated 3 to induce the overall operation growth on development
- Majority (7.14%) of the respondents have rated 4 to boostup career development
- Majority (8.5%) of the respondents have rated 3 it helps in minimizing disputes in workplace.
- Majority (8%) of the respondents have rated 3 to ensure the transparency in performance mapping

4.2 : CHI SQUARE ANALYSIS

AGE OF THE RESPONDENTS

VS

THE EXISTING PERFORMANCE APPRAISAL SYSTEM THAT GIVES MOTIVATION AND JOB SATISFACTION

H₀ (Null hypothesis) = There is no significant relationship between age of the respondents and the existing performance appraisal system that gives motivation and job satisfaction

H₁ (Alternate hypothesis) = There is a significant relationship between age of the respondents and the existing performance appraisal system that gives motivation and job satisfaction

Table 4.2.1 Showing Chi-Square test between age of the respondents and the existing performance appraisal system that gives motivation and job satisfaction

Age * Do you believe that the existing performance appraisal system that gives motivation and job satisfaction? Crosstabulation						
AGE	DISSATISFIED	HIGHLY DISSATISFIED	HIGHLY SATISFIED	NEUTRAL	SATISFIED	TOTAL
18/28YEARS	2.3	.6	16.0	21.1	40.0	80.0
29/38 YEARS	1.1	.3	7.6	10.0	19.0	38.0
39/48 YEARS	.6	.2	4.2	5.6	10.5	21.0
49&ABOVE	.0	.0	.2	.3	.5	1.0
TOTAL	4.0	1.0	28.0	37.0	70.0	140.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.353 ^a	12	.013
Likelihood Ratio	26.101	12	.010
N of Valid Cases	140		
a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .01.			

At 5% level of significance and df (12) the table value is 25.353

Calculated value = 0.001

Significance value ($p=0.005$) < calculated value

H_0 is accepted.

Inference:

The results of the "Pearson Chi-Square" say that $\chi^2(24) = 25.353$, $p = 0.001$. This tells us that there is a statistically significant association between age of the respondents and the existing performance appraisal system that gives motivation and job satisfaction.

AGE OF THE RESPONDENTS

VS

SATISFACTION WITH THE COMMUNICATION OF THE STRENGTHS, WEAKNESS
AND SUGGESTIONS TO IMPROVE PERFORMANCE

H₀ (Null hypothesis) = There is no significant relationship between age of the respondents and the satisfaction with the communication of the strengths, weakness and suggestions to improve performance

H₁ (Alternate hypothesis) = There is a significant relationship between age of the respondents and the satisfaction with the communication of the strengths, weakness and suggestions to improve performance

Table 4.2.2 Showing Chi-Square between age of the respondents and the satisfaction with the communication of the strengths, weakness and suggestions to improve performance

Age * How you satisfied with the communication of the strengths, weakness and suggestions to improve your performance?					
AGE	AGREE	DISAGREE	NEUTRAL	STRONGLY AGREE	TOTAL
18/25YEARS	26.9	.6	18.3	14.3	80.0
26/35 YEARS	22.3	.3	8.7	6.8	38.0
36/45 YEARS	12.3	.2	4.8	3.8	21.0
46&ABOVE	.6	.0	.2	.2	1.0
TOTAL	82.0	1.0	32.0	25.0	140.0

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.325 ^a	9	.254
Likelihood Ratio	10.271	9	.329
N of Valid Cases	140		
a. 9 cells (56.3%) have expected count less than 5. The minimum expected count is .01.			

At 5% level of significance and df (9) the table value is 11.325

Calculated value = 0.001

Significance value ($p=0.005$) < calculated value

H_0 is accepted.

Inference:

The results of the "Pearson Chi-Square" say that $\chi^2(9) = 11.32$, $p = 0.001$. This tells us that there is a statistically significant association between age of the respondents and the satisfaction with the communication of the strengths, weakness and suggestions to improve performance

4.3 ONE WAY ANOVA TEST

Hypothesis set between department of the respondents and the satisfaction with the communication of the strengths, weakness and suggestions to improve your performance

Null Hypothesis

Ho = There is no statistically significant relationship between department of the respondents and the satisfaction with the communication of the strengths, weakness and suggestions to improve your performance

Alternate Hypothesis:

H₁ = There is a statistically significant relationship between department of the respondents and the satisfaction with the communication of the strengths, weakness and suggestions to improve your performance

Descriptives								
Efficient								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Dissatisfied	5	3.40	1.517	.678	1.52	5.28	1	5
Highly dissatisfied	22	2.73	1.202	.256	2.19	3.26	1	5
Neutral	34	2.41	1.438	.247	1.91	2.91	1	5
Satisfied	79	2.65	1.511	.170	2.31	2.98	1	5
Total	140	2.63	1.446	.122	2.39	42.87	1	5

Table 4.3.1 Showing ANOVA Analysis for relationship between department of the respondents and the satisfaction with the communication of the strengths, weakness and suggestions to improve your performance

ANOVA					
Efficient					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	4.811	3	1.604	.763	.517
Within Groups	285.875	136	2.102		
Total	290.686	139			

Interpretation:

This is the table that shows the output of the ANOVA analysis and we have a statistically significant difference between our group means. We can see that the significance level is 0.517, which is more than 0.005, therefore, there is no statistically significant relationship between department of the respondents and the satisfaction with the communication of the strengths, weakness and suggestions to improve your performance.

CHAPTER – 6

6.1 FINDINGS:

- 52% of the respondents are Male.
- 59% of the respondents are unmarried.
- 57% of the respondents are in the age group of 18 – 28 years old.
- 32% of the respondents are in development department.
- 56% of the respondents have below 5 years of service.
- 26% of the respondents are telling that performance appraisal would help in evaluation of employees.
- 31% of the respondents attending performance appraisal meetings quarterly.
- 50% of the respondents are satisfied that the performance appraisal would help in motivation and job satisfaction.
- 36% of the respondents are attending the performance appraisal meeting individually.
- 52% of the respondents are agree that the employees in their company are recognized and rewarded accordingly.
- 49% of the respondent's performances are rated by superiors.
- 56% of the respondents are agree that the performance appraisal leads to identify the hidden potential of the employees.
- 61% of the respondents are satisfied that the performance appraisal system that drive the employee to achieve the organizational objective with high performance.
- 12.14% of the respondents are highly satisfied about their Communication, 12.8% of the respondents are highly satisfied about their Initiative, 12.8% of the respondents are highly satisfied about their Workcommitment, 10% of the respondents are highly satisfied about their Team work, 7.14% of the respondents are highly satisfied about their Jobknowledge

- 58% of the respondents are satisfied that level of performance appraisal to induce the manpower for better outcome.
- From respondents rating on the most suitable factor that helps to improve their performance in the organization (21.4%) of the respondents have rated for personnel satisfaction, Majority (18.5%) of the respondents have rated for career growth, (18.5%) of the respondents have rated for level of motivation, (17.8%) of the respondents have rated for type of leadership, (17.1%) of the respondents have rated for salary and incentives, (16.4%) of the respondents have rated for working environment
- 59% of the respondents are agree with the communication of the strengths, weakness and suggestions to improve the performance.
- 56% of the respondents are satisfied that reporting officer on giving constant feedback on performance before the appraisal.
- In the factors that helps to attain the objective by performance appraisal system 17.14% of the respondents have rated 3 to enhance the quality of operation, 9.2% of the respondents have rated 3 to induce the overall operation growth on development, 7.14% of the respondents have rated 4 to boostup career development, 8.5% of the respondents have rated 3 it helps in minimizing disputes in workplace, 8% of the respondents have rated 3 to ensure the transparency in performance mapping
- The first Chi-Square test shows that there is statistically significant association between age of the respondents and the existing performance appraisal system that gives motivation and job satisfaction.
- The second Chi-Square test shows that there is a statistically significant association between age of the respondents and the satisfaction with the communication of the strengths, weakness and suggestions to improve performance.
- From the ANOVA test result shows that the significance level is 0.517, which is more than 0.005, therefore, there is no statistically significant relationship between department of the respondents and the satisfaction with the communication of the strengths, weakness and suggestions to improve performance.

6.2 SUGGESTIONS:

- From the findings it is identified that 61% of the respondents are satisfied that the performance appraisal system that drive the employee to achieve the organizational objective with high performance
- Performance appraisal system helps to evaluate the employees, motivate the employees and increase their performance level in their work.
- Provide proper training for the better performance the performance appraisal should identify strength and weakness in their job.
- Increase the strength and reduce the weakness through the performance appraisal system.
- Performance appraisals make chance to improve the employee's personal skills through training and regular supervisor suggestions.
- Performance appraisal helps to improve the personal skills for the individual employees.
- Supervisors should maintain cordial relationship with workers and offers recognitions of the employee's efforts and provide guidance to employees.
- Employee comments and suggestions should be considered during the appraisal.
- It will be better if the management provide performance and potential appraisal rewards accordingly.

6.2 CONCLUSION:

This study analyses the effectiveness of performance appraisal. As per the reports the appraisal system would help in evaluation of the employees. It is helpful in achieving the objectives of the organization. In IT industry all the employees are aware of the goals and standards of the organizational work; they expressed their satisfaction towards the appraisal system. The employees believe that the appraisal system is helping them to know their strengths and weakness of the employees. The appraisal system is helpful in improving the efforts of the employees and it is beneficial. Not only for company but also for individual employees as an organization. Human resources are the vital source of every organization. Every employee in organization increases the productivity and goodwill of every company. An employee, being an individual is treated as assets in the organization. So, the organization should mainly emphasis performance appraisal technique and its development program. Both the appraiser and appraisee should realize the principle and use the tool of appraisal system in a constructive way for the prosperity of the organization

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ANNEXURE – I (QUESTIONNAIRE)

1. Name _____
2. Gender
 - a. Male
 - b. Female
 - c. Not to prefer
3. Marital status
 - a. Married
 - b. Unmarried
4. Age
 - a. 18 – 28 years
 - b. 29 – 38 years
 - c. 39 – 48 years
 - d. 49 and above
5. Department
 - a. HR
 - b. Development
 - c. Testing

d. IT Support

e. Others

6. Year of service

a. Below 5 years

b. 6 – 10 years

c. 10 – 15 years

d. Greater than 15 years

7. According to you the concept of performance appraisal would help in

a. Evaluation of employees

b. Promotion of employees

c. Job satisfaction of employees

d. Motivation

e. A tool for salary hike

8. Could you specify the frequency of conducting performance appraisal meeting in your organization?

a. Monthly

b. Quarterly

c. Half yearly

d. Yearly

9. According to you the most suitable factor that helps to improve your performance in the organization (Rank 1-5)

Factors	1 (Highest)	2	3	4	5 (Lowest)
Salary and Incentive					
Working environment					
Level of motivation					
Type of leadership					
Career Growth					
Personal satisfaction					

10. Do you believe that the existing performance appraisal system that gives motivation and job satisfaction?

- a. Highly satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied

e. Highly dissatisfied

11. Kindly specify the mode of performance appraisal

a. Individually

b. In team

c. Group in organization

d. All the above

12. The employees in your company are recognized for their performance and rewarded accordingly

a. Agree

b. Strongly agree

c. Neutral

d. Disagree

e. Strongly disagree

13. Who rates performances?

a. Superiors

b. Peer groups

c. Subordinates

d. All

14. The performance appraisal leads to identification of hidden potential of the employees

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

15. On a scale of 1 to 5 how satisfied you are about your level of performance

Factors	Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly dissatisfied
Team work					
Initiative					
Communication					
Job knowledge					
Work commitment					

16. Do you believe that the performance appraisal system that drive the employee to achieve the organizational objective with high performance?

- a. Highly satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Highly dissatisfied

17. Kindly specify the satisfaction level of performance appraisal to induce the manpower for better outcome

- a. Highly satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Highly dissatisfied

18. How you satisfied with the communication of the strengths, weakness and suggestions to improve your performance?

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

19. How you satisfied with your reporting officer on giving constant feedback on your performance before the appraisal?

- a) Highly satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) Highly dissatisfied

20. Kindly select the factors that helps to attain the objective by performance appraisal system (Rank 1 – 5)

Factors	1 (lowest)	2	3	4	5 (highest)
To enhance the quality of operation					
To induce the overall operation growth on development					
To ensure the transparency					

in performance mapping					
It helps in minimizing disputes in workplace					
To boost up career development					

21. Any general feedback that you want to improvise standard of performance appraisal

ANNEXURE – II (BOOK CHARTS)

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ANNEXURE – III (Journal)

A STUDY ON THE EFFECTIVENESS OF EXISTING PERFORMANCE APPRAISAL SYSTEM IN IT INDUSTRY

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ABSTRACT

This study aims at examine the effectiveness of existing performance appraisal system in IT. A performance appraisal is thought by different term performance review. It's a way by that the duty performance of association degree worker is measured in terms of quality, quantity, cost, behaviour and time. It's conducted periodically by self, peers, subordinate and superiors. A performance appraisal may be a part of measurement, comparing, finding, guiding, correcting and managing career development of the staff. We take in regard up to performance and supreme strategy. Performance appraisal is a systematic approach method or performance calculation that of making certain that superiors and their employees search often to debate past and credit performance related problems and to agree what future is suitable on behalf. Employees has or might to be appraised by their intermediate superiors by one-on-one basis. The employee is being appraised once they meet to measure output inspired to appear ahead to boost and utilize strengths, redress weakness and examine however potentials, aspirations and effectiveness ought to match up. Here, in this the study is to spot the factors that motivate to supply the most performance towards structure development, the notice level of performance appraisal technique among the employees and to research the necessity and expectation of performance appraisal system within the organization.

Keywords: *Performance appraisal, Manpower development, Information Technology*

INTRODUCTION

Performance appraisal is the efficient method of getting and recording collected information concerning the relative value of an employee. The main aim of the project is performance appraisal is rising the particular performance of the employee and functionally the long aim potential of the employee. "Performance appraisal may be a systematic method of reviewing, addressing the working, crediting the performance and assessing the output of an employee throughout the period of survey as a given amount of time and designing for future". It is a necessary tool to calculate, refine and reward the performance and giving feedback for the output obtained by the employee. It helps to research and identify such contribution towards the achievement of the obtained goals. It's a formal interaction structured between a subordinate and supervisor goes into the organization, that sometimes takes the shape of a periodic review which maybe annual or semi-annual which the work performance of the subordinate is examined and mentioned between with a read to characteristic weakness and strength such that there can be opportunities for improvement and skills development.

LITERATURE REVIEW

Devries, Morrison, Shullman and Gerlach (1981) outline performance appraisal as a technique by that a corporation measures and evaluates a private employee's behaviour and accomplishments for a finite amount.

Denhardt (1991) defines performance appraisal as a selected analysis with reference to an individual's progress.

Robert. G (2003) democratic performance appraisal is a necessary part of a good and moral analysis of a private employee, once staff possess that means role within the appraisal method is powerfully increased.

Eichel and Bender (1984) The performance appraisal system has been shifted from tool systems which was supported by the management and has been changed to increasing trends towards personnel management and development

Stonich (1984) argued that performance appraisal in a corporation ought to be in tune with it's structure and culture. Since the character of the enterprises during which every trade is engaged

varies, its structure sort, business policy, internal and external setting also are sometimes completely different.

OBJECTIVES OF STUDY

The primary objective of the study is to determine the effectiveness of existing performance appraisal system in IT industry at Tamilnadu. The secondary objective of the study is to confirm the factors that influence to produce the foremost performance towards organisational development and also to establish the attention level of performance appraisal technique among the staff and to identify the strength and weakness of the staff and also to investigate the necessity and expectation of performance appraisal system at intervals the corporate. These objectives will be helping me to attain the result.

RESEARCH METHODOLOGY

Sample Size:

The sample size of the research study is 140.

Sources Data:

The research study used both primary data and secondary data.

Sampling Techniques:

The Research study adopted a convenience sampling method and data collection was done through questionnaire methods.

Structure of the Questionnaire:

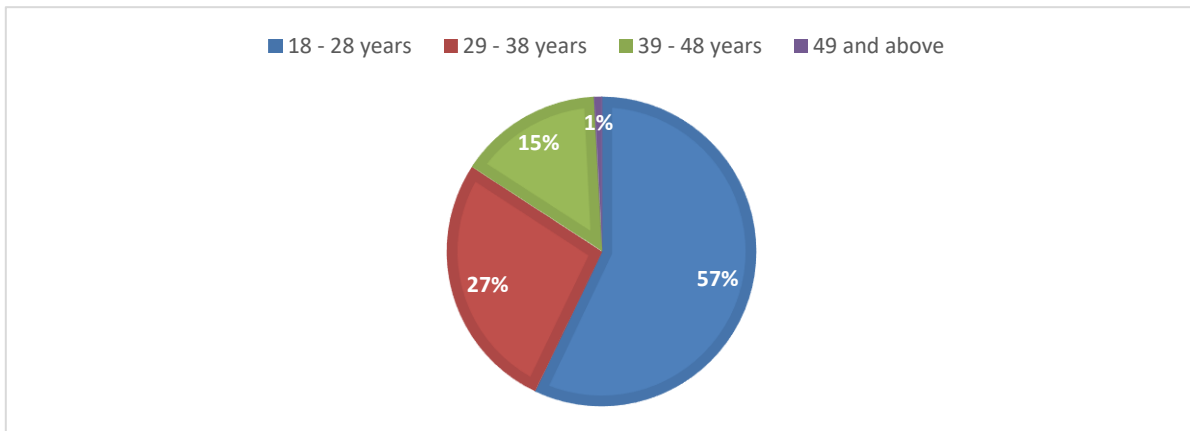
The questionnaire has been framed and circulated to collect primary data. The questionnaire contains

- Direct questions
- Close end questions
- Multiple choice questions

DATA ANALYSIS AND INTERPRETATION

I.Age of the Respondents

Year	No. of Respondents	Percentage
18 – 28 years	80	57%
29 – 38 years	38	27%
39 – 48 years	21	15%
49 and above	1	1%
Total	140	100

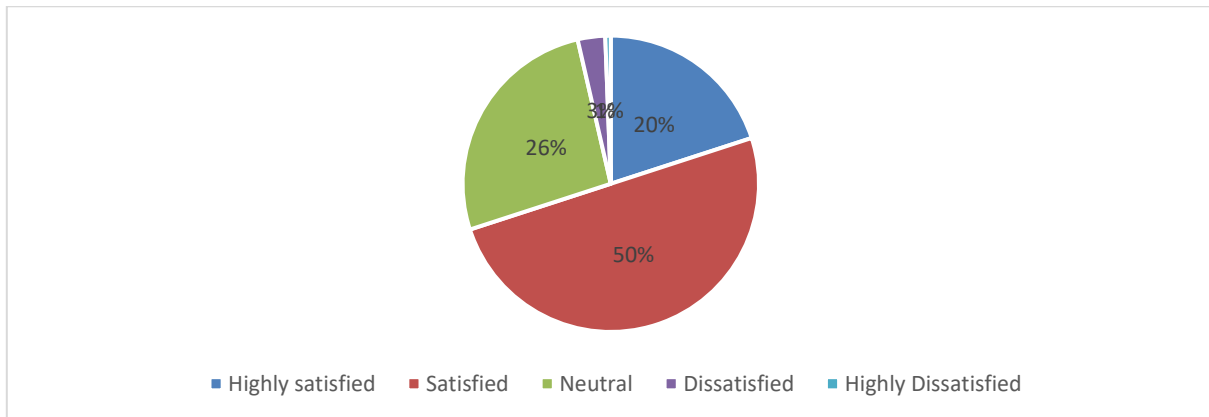


Inference:

Majority (57%) of the respondents are in the age group of 18-28 years old.

II. Respondent's satisfaction on the existing performance appraisal system that gives motivation and job satisfaction

Particulars	No. of Respondents	Percentage
Highly satisfied	28	20%
Satisfied	70	50%
Neutral	37	26%
Dissatisfied	4	3%
Highly dissatisfied	1	1%
Total	140	100



Inference:

Majority (50%) of the respondents are satisfied that the performance appraisal would help in motivation and job satisfaction.

CHI-SQUARE TEST

III. Showing Chi-Square test between age of the respondents and the existing performance appraisal system that gives motivation and job satisfaction

Chi-square tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.353 ^a	12	.013
Likelihood Ratio	26.101	12	.010
N of Valid Cases	140		
a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .01.			

Inference:

The results of the “Pearson Chi-Square” say that $\chi^2(24) = 25.353$, $p = 0.001$. This tells us that there is a statistically significant association between age of the respondents and the existing performance appraisal system that gives motivation and job satisfaction.

IV. Showing Chi-Square between age of the respondents and the satisfaction with the communication of the strengths, weakness and suggestions to improve performance

Chi-Square Tests

	Value	Df	Asymp. Sig.(2-sided)
Pearson Chi-Square	11.325 ^a	9	.254
Likelihood Ratio	10.271	9	.329
N of Valid Cases	140		
a. 9 cells (56.3%) have expected count less than 5. The minimum expected count is .01.			

Inference:

The results of the "Pearson Chi-Square" say that $\chi^2(9) = 11.32$, $p = 0.001$. This tells us that there is a statistically significant association between age of the respondents and the satisfaction with the communication of the strengths, weakness and suggestions to improve performance.

ANOVA

V. Hypothesis set between department of the respondents and the satisfaction with the communication of the strengths, weakness and suggestions to improve performance

ANOVA					
Efficient					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	4.811	3	1.604	.763	.517
Within Groups	285.875	136	2.102		
Total	290.686	139			

Interpretation:

The significance level is 0.517, which is more than 0.005, therefore, there is no statistically significant relationship between department of the respondents and the satisfaction with the communication of the strengths, weakness and suggestions to improve performance.

FINDINGS

52% of the respondents are male, 50% of the respondents are satisfied that the performance appraisal would help in motivation and job satisfaction. The first Chi-Square test shows that there is statistically significant association between age of the respondents and the existing performance appraisal system that gives motivation and job satisfaction. The second Chi-Square test shows that there is a statistically significant association between age of the respondents and the satisfaction with the communication of the strengths, weakness and suggestions to improve performance. From the ANOVA test result shows that the significance level is 0.517, which is more than 0.005, therefore, there is no statistically significant relationship between department of the respondents and the satisfaction with the communication of the strengths, weakness and suggestions to improve performance.

CONCLUSION AND RECOMMENDATIONS

This study analyses the effectiveness of performance appraisal. As per the reports the appraisal system helped in evaluation of the employees and it is helpful in achieving the objectives of the organization related to the study. In IT industry all the employees are aware of the organizational goals, standards and norms of the organizational work as they expressed their interest in satisfaction of the appraisal system. The employees states that the appraisal system by helping to know more about their strengths and weakness. The appraisal system is helpful in empowering the efforts made by the employees and it is beneficial. Not only for company but also for individual employees as an organization is important. This study helped to know about the performance appraisal system assessing, prompting and boostup the performance of the employees in their work. And also multiply the strength and diminish the fragility through the performance appraisal system.

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